

# **ANNUAL REPORT**

**OF**

**MAJOR GENERAL H. E. ELY**

**UNITED STATES ARMY**

**COMMANDANT**

**THE GENERAL SERVICE SCHOOLS**

**FORT LEAVENWORTH, KANSAS**

**1923**



**THE GENERAL SERVICE SCHOOLS PRESS**

**FORT LEAVENWORTH, KANSAS**

---

**1923**



# ANNUAL REPORT

OF

MAJOR GENERAL H. E. ELY  
UNITED STATES ARMY

COMMANDANT  
THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS

1923



THE GENERAL SERVICE SCHOOLS PRESS  
FORT LEAVENWORTH, KANSAS  
497—11.10-23—450

---

1923



THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS

*June 30, 1923.*

SUBJECT: *Annual Report for school year 1922-1923.*

To: *The Adjutant General of the Army, Washington, D. C.*

1. During the past school year the office of Commandant of these schools and of Fort Leavenworth, Kansas, was filled from July 1, 1922, to June 30, 1923, by Major General H. E. Ely, U. S. Army.

*Personal Staff* { First Lieutenant M. L. Stockton, Cavalry,  
First Lieutenant L. B. Ely, Field Artillery.

2. The organization of the schools is shown by the Organization Chart of The General Service Schools (Appendix "A"). The instructional organization is shown by "Instruction Chart of The General Service Schools" (Appendix "B").

3. During the school year 1922-1923 the school staff and faculty was as follows:

Colonel Robert H. Allen, Infantry, Assistant Commandant,

Colonel Ewing E. Booth, Cavalry, Director, The Command and General Staff Correspondence School,  
Colonel Willey Howell, Infantry, Director, The General Staff School,

Colonel H. J. Brees, Cavalry, Director, The Command and General Staff School,

Lieutenant Colonel A. M. Ferguson, U. S. Army, Retired, (Deceased), Secretary, Executive Officer, and Librarian, from July 1, 1922 to February 20, 1923,

Lieutenant Colonel Louis J. Van Schaick, Infantry, Secretary, Executive Officer and Librarian, from February 20, 1923 to date,

Major Aristides Moreno, Infantry, Assistant Secretary,  
Major T. H. Lowe, A. G. D., Adjutant.

CHIEFS OF SECTIONS

*Command*—Colonel C. M. Bundel, Field Artillery,

*G1-G4* —Colonel T. A. Roberts, Cavalry,

*G2* —Colonel C. H. Lanza, Field Artillery,

*G3* —Colonel P. L. Miles, Infantry,

*Publication*—Lieut. Colonel E. Van D. Murphy, Infantry,

*Correspondence School*—Major K. Truesdell, Signal Corps.

### CHIEFS OF SUB-SECTIONS

*Infantry*—Colonel C. H. Miller, Infantry,  
*Cavalry*—Lieut. Colonel C. Deems, Jr., Field Artillery,  
*Engineer*—Colonel L. Brown, Corps of Engineers,  
*Signal Corps*—Lieut. Colonel A. C. Voris, Signal Corps,  
*Air Service*—Lieut. Colonel R. C. Kirtland, Air Service,  
*Chemical Warfare Service*—Major J. W. N. Schulz,  
Corps of Engineers,  
*Medical Corps*—Major C. C. McCornack, Medical  
Corps,  
*Judge Advocate*—Major C. M. Dowell, J. A. G. D.

### INSTRUCTORS

Lieut. Colonel T. W. Brown, Infantry,  
Major O. L. Brunzell, Field Artillery,  
Major J. D. Burnett, Infantry,  
Lieut. Colonel W. H. Burt, Field Artillery,  
Major T. B. Catron, Infantry,  
Colonel F. N. Cooke, Coast Artillery Corps,  
Major A. J. Cooper, Coast Artillery Corps,  
Colonel E. Croft, Infantry,  
Major J. R. Davis, Field Artillery,  
Major H. A. Flint, Cavalry,  
Major P. D. Glassford, Field Artillery,  
Lieut. Colonel W. S. Grant, Cavalry,  
Major H. S. Grier, Infantry,  
Major L. E. Hohl, Infantry (Retired October 11, 1922),  
Colonel C. R. Howland, Infantry,  
Colonel E. H. Humphrey, Infantry,  
Major C. A. Hunt, Infantry,  
Lieut. Colonel G. Kent, Cavalry,  
Major J. A. McAndrew, Infantry,  
Major S. T. Mackall, Infantry,  
Major R. C. Moore, Corps of Engineers,  
Major E. J. Moran, Infantry,  
Lieut. Colonel E. A. Myer, Infantry,  
Colonel F. Parker, Infantry,  
Lieut. Colonel J. G. Pillow, Cavalry,  
Lieut. Colonel R. S. Pratt, Field Artillery,  
Major R. R. Ralston, Corps of Engineers,  
Major N. B. Rehkopf, Field Artillery,  
Lieut. Colonel A. L. Rhoades, Coast Artillery Corps,  
Lieut. Colonel E. K. Sterling, Cavalry,  
Colonel J. D. Taylor, Infantry,  
Major M. H. Thomlinson, Infantry,  
Lieut. Colonel L. J. Van Schaick, Infantry (Detailed  
Secretary, Executive Officer, and Librarian,  
February 20, 1923),

Major L. H. Watkins, Corps of Engineers (Detailed on War Department General Staff, December 7, 1922),

Major M. C. Wise, Infantry,

Major P. H. Worcester, Coast Artillery Corps,

Major C. H. Wright, Infantry.

4. On September 12, 1922, the General Staff School opened with 110 student officers, and the Command and General Staff School with 154 student officers.

5. Quarters were adequate during the year. The capacity for student officers is 274. For every five National Guard or Organized Reserve Officers, who may take the short course, this capacity will be reduced by one.

6. MESSES.—Two large general Officers' Messes were operated during the year and largely patronized. The plan for letting one mess to a contractor was done away with. It is believed preferable to operate these messes under the Quartermaster Department, as is now done. The messes were quite satisfactory.

7. CONSTRUCTION.—An additional wing to the college building should be built on the west, to give space for assembly rooms and lecture rooms for the combined class of 275 officers and the shops and offices, which are now overcrowded. While this wing is much needed, it is believed construction can be deferred pending more normal prices of material and labor, but this should be undertaken as soon as is practicable.

A ventilating system for the lecture rooms, at a cost of about \$27,700, should be installed this summer. It is of immediate necessity and should not be deferred. Estimates for same have been submitted.

In eleven of the apartment buildings on Doniphan and Pope Avenues the construction is of a temporary nature. Entire permanent construction would cost some \$300,000 and should be done in the near future, when prices of material and labor warrant. A part of this improvement, however, to the extent of some \$57,000 should be undertaken this summer. This amount will be used for putting in meters, painting the floors, and the sound-proofing of the outer walls of the apartments, which are now of beaver board construction and entirely unsuited for the purpose. Inner walls can await further reduction in the price of material and labor.

HEATING PLANTS.—During the past year extension of the central heating plant to include Otis and Root Halls has been accomplished at an expense of some \$6,000, thus doing away with twelve separate furnaces.

8. ADMINISTRATION.—The office of the Executive Officer and Librarian were merged into that of Secretary during this year. The consolidation was a little too great, and it is believed that a separate Librarian will have to be detailed. However, the Executive should still be merged with the Secretary, as one officer can do this work with proper assistance, and the entire control is centralized and better handled.

9. THE PUBLIC SCHOOL.—During the past year the old Sales Commissary building was transformed at an expense of some \$2,000 into an excellent school building for the overflow of the school children of the Post.

10. THE SERVICE COMPANY, GENERAL SERVICE SCHOOLS.—This company was temporarily increased to 200 men, the increase was only authorized until June 30, 1923. This increase should be extended and made permanent. Two hundred men was the original number asked for, but endeavor was made to get along with 150. Owing to scarcity of prisoners for fatigue work, 150 is inadequate and 200 is the minimum with which the post can properly function.

11. The Quartermaster, Medical Department, Finance Department, and School Detachments have rendered satisfactory service. The General Service Schools Detachment, Colored, under Major H. A. Flint, has increased exceedingly in efficiency.

12. The *Mailing List* now numbers about 5,000 members, consisting of officers of the Regular Army, National Guard, Reserve Corps, and civilians. Course "D" Correspondence School has, in a measure, taken the place of the *Mailing List*. The Command and General Staff Correspondence School has done excellent work the past year in addition to looking after the *Mailing List*, editing the many text books up to 6,000 pages during the last year, the conduction of Correspondence Course "D," and this year has prepared the problems for the summer camps. The preparation of these problems and the instruction of the teams sent out to various corps areas to supervise and instruct in the summer camps, has taken much time. As this is the second year this work has been done by



these schools and now all corps areas have a considerable number of our graduates at their disposal, it is recommended that this work hereafter be done by the Corps Area Headquarters. The entire Staff Class was used for ten days on this work. Hereafter as there will be no Staff Class, this thousand days of man labor cannot be undertaken by the restricted instructional force. It will need but little change in the problems already given at the camps of the various Corps Areas, therefore, this work should no longer be left to these schools.

13. THE CONSOLIDATION OF THE TWO SCHOOLS INTO THE COMMAND AND GENERAL STAFF SCHOOL.—This consolidation was put into effect this year. The purpose of the consolidation was to make immediately available a large number of graduates for the many duties demanded of the graduates of these schools and to overcome as soon as possible the large "hump" of nearly a thousand officers who need this course. The members of the present Command and General Staff School Class were not quite as well prepared as they should have been in entering this one-year course. It is believed, however, that having notification several months in advance, and the members coming only of their own volition, they will be better prepared, especially as the preparation need not be dependent on the advanced courses of the Special Service Schools, but they can readily prepare by taking the Correspondence Course "D" and studying the *Mailing List*. The graduates of the Command and General Staff School, with its one-year course, are fitted to fill at least nine-tenths of the positions that the graduates of the General Staff School formerly could fill. It is strongly recommended that the one-year course be continued at least three or four years, in order to get out the larger number of graduates which are deemed necessary. If then the increase in the number of officers in the Army has been made so that officers are available it may possibly be deemed wise to return to a two-year course here. Many officers are not in agreement with this, but I have given it most careful consideration and consulted many sources of information and believe it to be for the best interests of the service.

14. MAKING OF EFFICIENCY REPORT—Officers while here are under the closest supervision of a large number of very

experienced instructors. The Efficiency Reports made out here are not merely the opinion of the Commandant or one of the Directors, but they are the mature judgment after due discussion and consideration of not only the Faculty Board but some ten or a dozen other advisors with regard to each efficiency report. It is believed, therefore, that these reports, being practically reports of a Board of Officers of considerable experience, some twelve or fifteen in number, are deserving of considerable consideration in the selection of officers for various duties.

15. RIDING.—As was the case last year, only those officers are required to take instruction in riding who do not satisfactorily pass the test by a Board of Officers. This test is moderate, but includes cross-country riding, hurdling, etc., which assures the Board that the officer is a practical and competent rider, and will be a credit to the service of the United States.

16. PUBLICATION OF TEXT BOOKS.—A considerable number of additional text books have been published during the last year, up to some 6,000 pages of printed matter. For details of this subject see Appendix "D."

17. LIAISON WITH OTHER SCHOOLS.—Graduates of this school are now on the instruction force of all the Special Service Schools. Their service has been highly commended by the commandants of these various schools, and has served to assist in intimate liaison of the Special Service Schools with this school. The inclusion in the Army War College course of study of "The Tactics of Typical Army acting independently or within an Army Group, covering phases of concentration, advance, deployment, combat, and pursuit, and the general details of supply incident thereto" will transfer from the present General Staff School part of its course and will cause the War College to be more intimately connected with the course here as a Post Graduate School.

18. COMMAND EMPHASIZED.—The command phase of instruction here has been strongly emphasized and careful distinction made of the difference in functions of the commander and his staff. Much time has been given to the study of the functions of command, realizing that all commanders to be fully efficient must have detailed knowledge of staff work and all staff officers to be fully efficient must have intimate knowledge of the commanding officer's viewpoint.

19. ATHLETICS.—During the past year the Polo Team of The General Service Schools, Fort Leavenworth, was sent to Colorado Springs and Denver, played fourteen games against some six or seven different teams and won all of them, which entitled it to six very handsome polo cups, which they are to defend at Colorado Springs and Denver this summer. An addition has been made to the golf clubhouse so that it will accommodate large dinners, parties, and dances, being the coolest place on the post in hot weather for such functions. The golf course has been extended to include ground for nine more holes, which will make a 27-hole course. None of these activities have cost any money to the government.

20. SPIRIT OF OFFICERS UNDER INSTRUCTION.—The spirit of the officers under instruction of both classes has been uniformly excellent. The consolidation into one class will do away with the disappointment which heretofore existed in the minds of those who had not made the General Staff Class.

21. ATTENDANCE AT THE GENERAL SERVICE SCHOOLS.—At the present time there is authority for taking in a small number of National Guard Officers at these schools. Certain National Guard and Reserve Officers have made inquiry in regard to this. It is recommended that not to exceed 40 National Guard or Organized Reserve Officers be detailed to take the three-months course at these schools in the use of the combined arms. This course should be held during the months of April, May and June, giving the officers opportunity for the practical out-of-door work. While at first, officers might be detailed who from their positions in the World War are considered competent to take this course, later it should be confined to field officers who have graduated in the Course "D" Correspondence School.

22. OFFICERS DETAILED TO THE WAR COLLEGE COURSE.—This year it was found that after taking up ten of the fifty places delegated to these schools for student officers at the Army War College by instructors being relieved here, fourteen of the remaining places were due to officers of the various staff departments, quartermaster, medical, judge advocate general, adjutant general's departments, etc., which would leave but 26 to officers of combatant arms. Authority was given by the War Department to designate 40 men from the combatant arms and the greater proportion of officers from the staff

departments were taken into the War College by special authority in excess of the usual number. After consultation with the Commandant of the Army War College, I am strongly of the opinion that the Command and General Staff School should be the only source from which the War College should draw its student officers. The chiefs of branches should designate officers from their various branches to attend the War College from among those who graduate with credit from the Command and General Staff School. In this way, officers entering the War College would have proper preparation and come in on a common footing, and the proportion of combatant officers would be assured.

23. GRADUATES.—By giving special assistance to those officers whose work was not entirely satisfactory in the earlier part of the course their work was brought up to a satisfactory point so that all officers of both the General Staff Class and the Command and General Staff Class who completed the full course were graduates.

24. APPRECIATION OF ASSISTANCE.—The work of the Assistant Commandant, Directors, Section Chiefs, and Instructors has been most confining, but has been most efficiently carried out. I wish to express my high appreciation for the earnest, intelligent and industrious efforts of these officers and for their unswerving loyalty to the interests of the schools.

25. Attention is invited to extracts of the reports of the Assistant Commandant marked "C," the Director of the Command and General Staff Correspondence School marked "D," the Director of the General Staff School marked "E," the Director of the Command and General Staff School marked "F," the Secretary, The General Service Schools marked "G," the Librarian, The General Service Schools marked "H," and the schedule of instruction of the Command and General Staff School for 1923-1924 marked "I," appended.

H. E. ELY,  
Major General, U. S. Army,  
Commandant.

[APPENDIX "C"]

**Extract**

**THE GENERAL SERVICE SCHOOLS**  
**FORT LEAVENWORTH, KANSAS**

*June 30, 1923.*

**SUBJECT:** *Annual Report for the school year 1922-1923.*

**To:** *The Commandant, The General Service Schools.*

1. Transmitted herewith are the Annual Reports of the Directors of The General Staff School, The Command and General Staff School, and the Command and General Staff Correspondence School for the school year 1922-1923, and the schedule of the Command and General Staff School for the 1923-1924 course.

2. The organization of the instructional force, which was instituted and developed during the 1920-1921 and 1921-1922 school years, has continued in force and has worked successfully, facilitating the development and the expansion of the schools. The soundness of this organization has been conclusively demonstrated.

3. The responsible heads in the instructional organization were:

**COMMANDANT**

Major General H. E. Ely, U. S. Army.

**ASSISTANT COMMANDANT**

Colonel R. H. Allen, Infantry.

**ASSISTANT SECRETARY**

Major Aristides Moreno, Infantry.

**DIRECTORS**

*The General Staff School—Colonel W. Howell, Infantry,*

*The Command and General Staff School—Colonel H. J. Brees, Cavalry,*

*The Command and General Staff Correspondence School—Colonel E. E. Booth, Cavalry,*

### CHIEFS OF SECTIONS

*Command*—Colonel C. M. Bundel, Field Artillery,  
*G1-G4* —Colonel T. A. Roberts, Cavalry,  
*G2* —Colonel C. H. Lanza, Field Artillery,  
*G3* —Colonel P. L. Miles, Infantry,  
*Publication*—Lieut. Colonel E. Van D. Murphy, Infantry,  
*Correspondence School*—Major K. Truesdell, Signal Corps.

### CHIEFS OF SUB-SECTIONS

*Infantry*—Colonel C. H. Miller, Infantry,  
*Cavalry*—Colonel J. M. Morgan, Cavalry,  
*Artillery*—Lieut. Colonel C. Deems, Jr., Field Artillery,  
*Engineers*—Colonel L. Brown, Corps of Engineers,  
*Signal Corps*—Lieut. Colonel A. C. Voris, Signal Corps,  
*Air Service*—Lieut. Colonel R. C. Kirtland, Air Service,  
*Chemical Warfare Service*—Major J. W. N. Schulz, Corps of Engineers,  
*Medical Corps*—Major C. C. McCornack, Medical Corps,  
*Judge Advocate*—Major C. M. Dowell, J. A. G. D.

4. In addition to the responsible heads in the instructional organization listed above, the following have been on duty as instructors during the 1922-1923 school year:

Lieutenant Colonel T. W. Brown, Infantry,  
Major O. L. Brunzell, Field Artillery,  
Major J. D. Burnett, Infantry,  
Lieut. Colonel W. H. Burt, Field Artillery,  
Major T. B. Catron, Infantry,  
Colonel F. N. Cooke, Coast Artillery Corps,  
Major A. J. Cooper, Coast Artillery Corps,  
Colonel E. Croft, Infantry  
Major J. R. Davis, Field Artillery,  
Major H. A. Flint, Cavalry,  
Major P. D. Glassford, Field Artillery,  
Lieut. Colonel W. S. Grant, Cavalry,  
Major H. S. Grier, Infantry,  
\*Major L. E. Hohl, Infantry,  
Colonel C. R. Howland, Infantry,  
Colonel E. H. Humphrey, Infantry,  
Major C. A. Hunt, Infantry,  
Lieut. Colonel G. Kent, Cavalry,  
Major J. A. McAndrew, Infantry,  
Major S. T. Mackall, Infantry,  
Major R. C. Moore, Corps of Engineers,

---

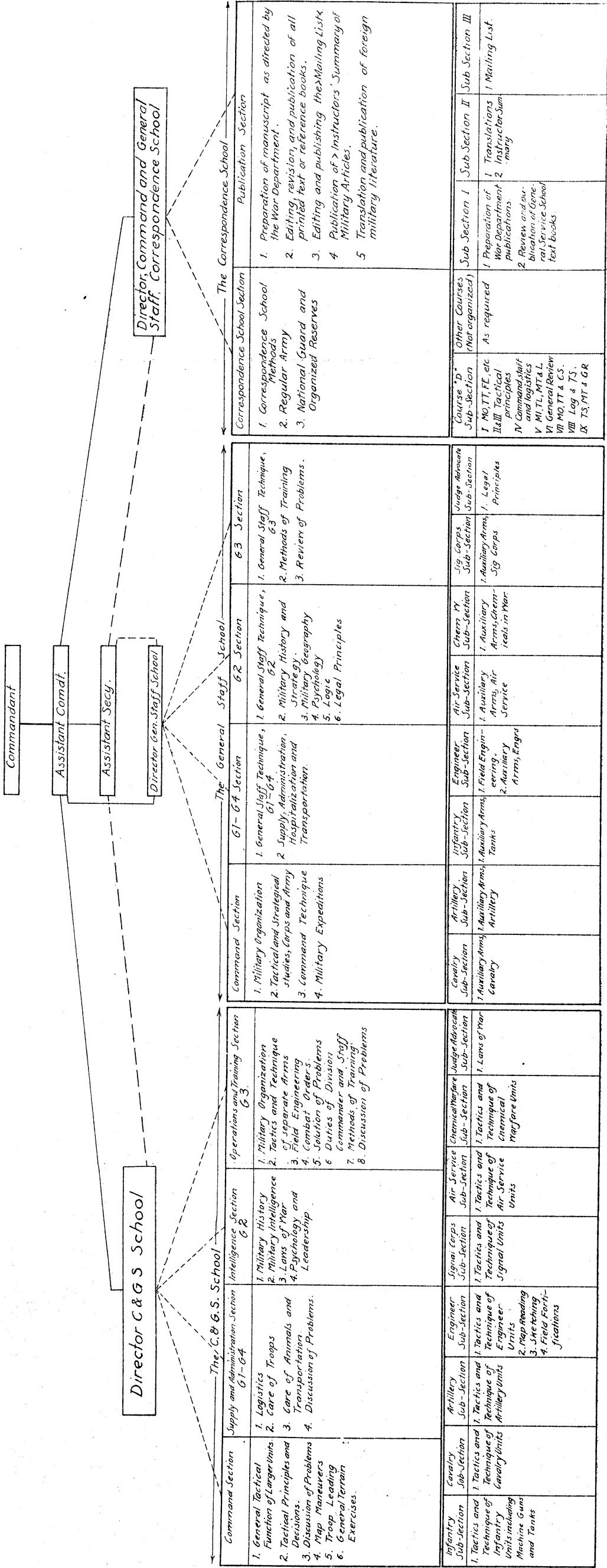
\*Retired at his own request under Act of June 30, 1922; relieved from duty at these schools October 11, 1922.







# CONTROL CHART FOR INSTRUCTIONAL SUBJECTS THE GENERAL SERVICE SCHOOLS





Major E. J. Moran, Infantry,  
Lieut. Colonel E. A. Myer, Infantry,  
Colonel F. Parker, Infantry,  
Lieut. Colonel J. G. Pillow, Cavalry,  
Lieut. Colonel R. S. Pratt, Field Artillery,  
Major R. R. Ralston, Corps of Engineers,  
Major N. B. Rehkopf, Field Artillery,  
Lieut. Colonel A. L. Rhoades, Coast Artillery Corps,  
Lieut. Colonel E. K. Sterling, Cavalry,  
Colonel J. D. Taylor, Infantry,  
Major M. H. Thomlinson, Infantry,  
†Lieut. Colonel L. J. Van Schaick, Infantry,  
†Major L. H. Watkins, Corps of Engineers,  
Major M. C. Wise, Infantry,  
Major P. H. Worcester, Coast Artillery Corps,  
Major C. H. Wright, Infantry.

5. Although the relief from duty at these schools of officers on duty as instructors was reduced to a minimum during the school year 1922-1923, it should, nevertheless, be avoided unless the necessity for such relief is imperative. The relief during the school year of one instructor engaged on important work necessitates a readjustment involving some eight or ten other instructors and seriously impairs the efficiency of instruction. For this reason, whenever the detail of an officer for duty as an instructor is requested by the Commandant of these schools the record of the officer should be carefully examined in the War Department and if it appears from this examination that the officer will not be eligible to serve as an instructor for a period of at least two years the Commandant should be so advised before the detail is made.

6. The instructional force on duty at these schools during the 1922-1923 school year was insufficient. The requirements to meet the expansion of the Command and General Staff Correspondence School could not be definitely foreseen. This shortage of instructor personnel not only placed an abnormally heavy burden on the instructors but resulted in unavoidable delay in the preparation of certain War Department Publications (see Par. 5 a (1), Report of the Director, Command and General Staff Correspondence School, herewith). The recent

---

†Detailed as Secretary, The General Service Schools, February 20, 1923, by paragraph 2, S. O. 39, G.S.S., February 20, 1923.

†Relieved from duty as instructor, The General Service Schools, December 31, 1923, by Paragraph 35, S. O. 287, W. D., December 7, 1922.

allotment of instructors to these schools authorizes an increased number and it is believed that the full allotment should be secured and retained. Although the consolidation of The General Staff School and The School of the Line into The Command and General Staff School becomes fully operative with the commencement of the 1923-1924 school year, and will result in a material reduction in the actual number of conferences, lectures and problems, the assistance in conducting map maneuvers, marking problems, etc., formerly rendered by student officers of The General Staff School, will not be available and the actual amount of work required of the instructor body, figured in hours, will show no reduction due to this consolidation. The work in The Command and General Staff Correspondence School is also increasing rapidly.

7. The Reports of the Directors of The General Staff School, The Command and General Staff School, and The Command and General Staff Correspondence School, transmitted herewith, cover the operations of the three schools in detail. These reports are concurred in.

8. The consolidation of The General Staff School and The School of the Line into The Command and General Staff School became operative, in so far as the class entering in September, 1922 was concerned, with the opening of the 1922-1923 school year (see Pars. 3, 4, 5, and 6, Report of the Director, The Command and General Staff School, herewith). This consolidation of the former two-year course into a one-year course has been under observation, therefore, for one year and, in view of its great importance both to this institution and to the service at large, is deserving of most careful consideration. The foundation of the proper tactical employment of the combined arms is a sound knowledge of the technique and tactics of the separate arms. The course in the technique and tactics of the separate arms was formerly given during the first three months of the course in The School of the Line. The scheme of consolidation, above referred to, contemplated transferring the technique and tactics of the separate arms to the various Special Service Schools, retaining only a refresher course in this subject in The Command and General Staff School. The modified schedule adopted for the Command and General Staff School for the 1922-1923 school year partially carried out this scheme, and the inclosed schedule for

the 1923-1924 school year puts it completely into effect, retaining only a refresher course in the technique and tactics of the separate arms.

\* \* \* \* \*

10. The work required of these schools in connection with the preparation of the basic scheme for summer training, in the preparation of tactical exercises and the organization of instructional teams for summer training camps has reached such magnitude that it cannot be carried on in future without seriously affecting the institution. (For detailed report of work done during the 1922-1923 school year in connection with summer training camps, see Par. 5 b (3), Report of the Director, The Command and General Staff Correspondence School, herewith.) A conservative estimate is that ten percent of the instructional force on duty at these schools was engaged on this work throughout the school year. In addition to this work by instructors, the entire Staff Class, or 111 officers, worked steadily for nine days on the preparation of tactical exercises. Without this assistance from the Staff Class, the required work could not have been accomplished. Bearing in mind that the schedule of work for The Command and General Staff School for the 1923-1924 school year is now crowded to the maximum limit and will not permit using the officers taking that course for work performed this year by the Staff Class, it is evident that these schools cannot continue to do the work in connection with summer training camps that it has done this year and last year. Training is essentially a corps area function, and there will be on duty in each corps area, with the assignment of this year's class, sufficient qualified graduates of these schools to carry out all summer training plans. Graduates from next year's class will also be available to give each corps area commander any additional officers desired. The basic scheme (Outline of Tactical Exercises for Infantry and Cavalry Divisions, 1923), prepared at these schools, coordinates the training in the various corps areas. This basic scheme is good for a number of years, and can be revised at these schools when such revision becomes necessary, but the work of preparing the tactical exercises for each camp, the organization of instructional teams, etc., should be entirely taken over by each corps area for the summer training camps of 1924.

11. The gradual growth and development of these schools has been continuous since the reopening of the schools after the World War. For the past two years more stress has been laid on command functions as distinguished from purely staff functions than was done prior to that time. The training for high command and for general staff duty is and should be the same, but the line of demarkation between command functions and staff functions should be clearly drawn, and one phase of the development in the past two years is along these lines.

12. Considerable difficulty has been experienced in securing the officers desired for duty as instructors to replace those relieved at the close of the 1922-1923 school year. A previously announced War Department policy placed duty as instructor at these schools immediately after general staff duty on the list of priorities. A number of officers peculiarly fitted for duty as instructors were asked for, but were sent on other duty, not on the general staff. There are many graduates in each class well qualified for important duty, such as duty in the office of a chief of branch, who are not qualified for duty as instructors at these schools. The announced policy of the War Department, which recognizes the importance of duty as an instructor at these schools, is sound and should be adhered to as far as practicable. The success of this institution depends on its instructor personnel.

13. The present school building is inadequate in accommodations. The instructors are crowded, two in each office, when the nature of their work usually demands that they have separate offices. Many school utilities, such as the printing department, the mimeographing department, the stenographic department, the map reproduction department, are crowded and in many cases the personnel in these various departments are forced to work continuously in basement rooms which are damp and poorly lighted. The result of these crowded and unsanitary conditions is a loss of efficiency and an actual loss in time through sickness. The lecture rooms are inadequate for the size of the present classes, and this condition will be more pronounced with one class of over 250 in The Command and General Staff School. The lecture rooms are also poorly ventilated, and there is an annual loss of many hours from sickness, such as colds, influenza, etc., directly attributable to poorly ventilated lecture and map problem rooms. An

estimate was recently prepared and forwarded asking for funds for the installation of modern ventilating systems in all lecture and map problem rooms. This is of extreme importance and should receive early and favorable action.

14. I desire to call attention to the recreational facilities that have been developed in the post, such as golf course, tennis courts and polo field, and their importance to these schools. The golf course, especially, is of extreme importance as a large majority of the officers on duty at the schools play golf. It is a conservative estimate to state that without the golf course the efficiency of these schools would be decreased twenty-five percent. The upkeep and progressive improvement of these various activities is expensive. In view of their importance to these schools, there should be an annual appropriation of \$10,000 for these recreational activities.

15. I desire to express my appreciation for the support and counsel given me by the Commandant and for the loyal assistance given me by the Directors and Instructors. The success of these schools is due, primarily, to their untiring and painstaking efforts and their teamwork.

R. H. ALLEN,  
*Colonel of Infantry, D. O. L.,*  
*Assistant Commandant.*

[APPENDIX "D"]

THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS

The Command and General Staff  
Correspondence School

June 30, 1923.

SUBJECT: *Annual Report.*

To: *The Assistant Commandant, The General Service  
Schools.*

1. The following report is submitted of the operations of the Command and General Staff Correspondence School, General Service Schools, to cover the period from July 1, 1922, to the end of the school year 1922-1923.

2. CHANGE OF NAME.—Under instructions contained in 3d Indorsement, A. G. O., dated April 27, 1923, the name of the School was changed from Publication Division to the COMMAND AND GENERAL STAFF CORRESPONDENCE SCHOOL.

3. PERSONNEL.—The school was somewhat handicapped in its work throughout the past year by a shortage of instructor personnel. Furthermore, some inconvenience will be experienced at the beginning of next school year as all but three of the trained instructor personnel of the school have been relieved from duty at the General Service Schools or have been assigned other duties.

4. FUNCTIONS.—To carry out the functions of the school, it was organized, effective July 1, 1922, into a Publication Section and a Correspondence School Section, with duties as follows:

*a. Publication Section.*

- (1) Drafting the manuscripts of all publications which the War Department directs these schools to prepare.
- (2) Preparation and publication of the *Mailing List*.
- (3) Revision, editing, and publication of all school text and reference books.
- (4) Translation and publication of foreign literature of military value to these schools.
- (5) Publication, quarterly, of the titles and a brief synopsis of leading items of military value to the instructors of these schools.



*b. Correspondence School Section.*

- (1) Preparation and supervision of Course "D," Correspondence School.
- (2) Preparation and supervision of other Correspondence School courses that may be prescribed.
- (3) The handling of correspondence with officers of the Regular Army, National Guard, and Reserves relative to military instructions and training.
- (4) The preparation of tactical exercises and the organization of instructional teams for summer training camps.

5. SUMMARY OF THE WORK PERFORMED BY THE SCHOOL DURING THE YEAR.

*a. Publication Section.*

- (1) Preparation of War Department publications. The following War Department publications have been assigned for preparation.
  - (a) TR 215-10 The Military Police Company.  
215-15 The Military Police Battalion.

These two pamphlets are dependent upon TR 215-50, General duties of Military Police, assigned for preparation to G3, War Department. Some material has been collected but little can be accomplished until the basic pamphlet is prepared.

- (b) TR 500-0 Field Training  
500-5 Map Problems  
500-10 Map Maneuvers  
500-15 Map Exercises  
500-20 Terrain Exercises  
500-25 Tactical Rides  
500-30 Staff Rides  
500-35 Historical Rides  
500-40 Field Exercises  
500-45 Field Maneuvers

Owing to pressure of work incident to the preparation for publication of school text books, and shortage of personnel, it has not been possible to devote a great deal of time to the preparation of these texts. However, the basic chapter is complete. It is expected to complete the series by November 1st.

- (c) TR 550 Staff Manual.

Note Book for General Staff Officers.

These two texts are interdependent. The staff manual is basic in nature, and its preparation requires a great amount of research. A great deal of preliminary work has been done on both. At present, they are in hands of the sections of the school for preparation of the manuscript. They should not be finally completed until action is taken by the War Department on "Field Service Regulations."

(2) TEXT AND REFERENCE BOOKS.

(a) During the year, the following books were revised, edited, and printed.

<i>Title</i>	<i>Number of Pages</i>
Tactical and Strategical Studies, Corps & Army.....	500
Tactical Principles & Decisions, Vol. I, Marches, Halts, Security.....	300
Tactical Principles & Decisions, Vol. II, The Offensive.....	300
Tactical Principles & Decisions, Vol. III, The Defensive.....	300
Tactical Principles & Decisions, Vol. IV, Special Operations.....	325
The German Offensive of July 15, 1918 (Marne Source Book).....	910
Methods of Training.....	230
Military Organization, a pamphlet compiled for use in Correspondence Course "D".....	36
Tactics and Technique of the separate branches, a pamphlet compiled for use in Correspondence Course "D".....	236
Command, Staff & Tactics for officers of the National Guard and Organized Reserves.....	200
Solution of Map Problems, pamphlet (two editions).....	80
Selected Problems, pamphlet.....	115
Combat Orders, reprint of 1922 edition.....	175
Tables of Organization, reprint of 1922 edition.....	80
Instruction Circular No. 1, 1923, pamphlet.....	75

(b) The following works have been revised and edited, and are now in the hands of the printing department:

<i>Title</i>	<i>Number of Pages</i>
Campaigns of Fort Henry & Fort Donelson (Source Book).....	1200
History of the World War.....	400

(c) The following works have been revised and edited and are now awaiting their turn for printing:

<i>Title</i>	<i>Number of Pages</i>
Troop Leading, Vol. I, Infantry Division in Attack	250
Troop Leading, Vol. II, Infantry Division in Defense	250

(d) The following texts are now in the hands of the Publication Section for revision and publication:

<i>Title</i>	<i>Number of Pages</i>
Tactical & Strategical Studies, Groups of Armies	300
Tactical Principles & Decisions, Vol. V, Cavalry	300

(e) The manuscript of the "Employment of Machine Guns" was revised and published in mimeograph form, for a further test of the text under the criticism of the school course before publication.

(f) The following texts are in course of preparation by the Command and General Staff School and will be submitted for revision and publication in the near future:

<i>Title</i>	<i>Number of Pages</i>
Troop Leading, Vol. III, Cavalry Division	200
Tactical & Strategical Principles, Independent Corps	400
Text Book on Strategy	400
History of Fort Leavenworth	200

(g) In addition to the foregoing, this section edits each day several pages of routine orders and memorandums.

(h) The revision and editing of the more than 6000 pages of text books has involved a tremendous amount of labor but the results have more than justified the efforts. While the work of revision and editing has not attained the high degree of efficiency desired, it has accomplished marked improvement in the arrangement and presentation of the subject matter of the texts. As the personnel gains in experience, greater efficiency will be attained. Furthermore, the improvement in the preparation of the manuscripts by the instructor personnel of the two schools is reducing the work of revision and editing and contributing to improvement in the finished text.

### (3) INSTRUCTORS SUMMARY OF MILITARY ARTICLES AND TRANSLATIONS.

(a) *Instructors Summary of Military Articles.*—The publication of the *Summary* was continued during the past year, but owing to the shortage of personnel it became necessary to change it to a quarterly instead of a monthly publication. For the coming year, it is proposed to have the *Summary*

prepared and edited by the Librarian, under the supervision of the Publication Section. The new Librarian has special qualifications for this work, and, therefore, it is believed that the *Summary* can in the future be published regularly.

(b) *Translations*.—The translation and digesting of foreign literature for the use of the sections of the school and for the *Summary* has been carried on as far as facilities allow. Eighteen articles have been translated and filed for reference in the File Room. In addition, many books and articles have been digested or indexed. No book translations have been made. It has been very difficult to obtain competent German military translators. The few qualified officers on duty at these schools have not the time, in addition to their regular duties, to devote to this work.

(4) MAILING LIST.—(a) The Assistant Secretary, in addition to his other duties, has had charge, under the Publication Section, of the preparation and publication of the *Mailing List*. This arrangement for the handling of the *Mailing List* is most satisfactory. No change in this respect is desirable.

(b) As in former years, the object of the *Mailing List* is to keep the subscribers, numbering this year about 5000, in close and intimate touch with the doctrines, scope of instruction, and methods of instruction at these schools. Much carefully selected instructional matter from the 1922-1923 courses was published. The greater part of the last issue is devoted to "Methods of Training" and to matter that will be of value in connection with instruction carried on at summer training camps.

(c) The method of presentation adopted for the school year 1921-1922 remained the same for 1922-1923. Four issues of the *Mailing List* were published, comprising Volume II of the publication in its new form as follows:

No. 1	September-October-November	1922
No. 2	December-January	1922-1923
No. 3	February-March	1923
No. 4	April-May	1923

**b. CORRESPONDENCE SCHOOL SECTION.**

(1) COURSE D. (a) *General Scope*.—Instruction in Course "D" includes a review of the technique of the separate branches, followed by a study of the combined tactical employment of the various arms, including command, staff, and logistics of

the division; military intelligence, troop leading; methods of training; the auxiliary arms of the corps and army; and the application of tactical principles to the division, corps and army. In general, the course is tactical. It is based on the program of instruction given in the Command and General Staff School. The course was originally laid out to cover a period of three continuous years of study, with authority vested in Corps Area Commanders to extend the time to four and a half or five years in cases of emergency. However, due to the inability of many National Guard and Reserve Officers to spare sufficient time to complete the course satisfactorily within the specified maximum time limit, the regulations for Course "D" were modified so as to require the completion of a minimum of only one subcourse of study per school year.

(b) *Program of Instruction.*—The following program of instruction has been approved by the War Department:

<i>Sub- course</i>	<i>Subject</i>	<i>Hours</i>
I	Military Organization.....	9
	Tactics and Technique.....	22½
	Field Engineering.....	9
	Solution of Problems & Combat Orders.....	13½
	General Examination in above.....	4½
II	Tactical Principles.....	63
III	Tactical Principles (Continued).....	49½
IV	Division, Command, Staff & Logistics.....	49½
V	Military Intelligence.....	9
	Troop Leading.....	22½
	Methods of Training.....	13½
	Leadership.....	4½
	General Examination in above.....	4½
VI	General Review.....	45
VII	Military Organization of Larger Units.....	??
	Auxiliary Arms, Corps & Army.....	?
	Command & General Staff Technique.....	?
	General Examination in above.....	?
VIII	Logistics.....	?
	Tactical Studies, Corps.....	?

\*Not worked out in detail.

<i>Sub- course</i>	<i>Subject</i>	<i>Hours</i>
IX	Tactical Studies, Army.....	?
	Method of Training.....	?
	General Review.....	?

(c) *Progress.*—The work prepared for the first, 1922-1923, school year, comprised the following:

- General Instruction Circular.
- Schedule of assignments, list of text books, maps, and other material required by officers taking the course.
- Assignment sheets, exercise, and general examination for subcourse I.
- Assignment sheets and map problems for subcourses II and III.
- Text books "Military Organization" and "Tactics and Technique of the separate branches."

(d) *School Year 1923-1924.*—The following work is under preparation for the school year 1923-1924, a considerable part of which must be finished by September, 1923:

- Revision of assignment sheets, exercises, and map problems for subcourses I, II, and III.
- Preparation of assignment sheets, exercises, and map problems for subcourses IV, V, and VI.
- Revision of texts, "Military Organization" and "Tactics and Technique of the separate branches."
- Preparation of a text "Tactical Operations," an abbreviated "Tactical Principles and Decisions"—is under preparation, but will not be completed until late in the year.

(e) *Reaction to the course.*—The reaction to Course "D" has, in general, been very favorable. The principal objections have been, (1) lack of time to complete the subsources in the periods allowed, and (2), too much study demanded in preparation for the solution of exercises and map problems. The first of these objections has been met by modifying the minimum requirements to the extent that an officer need complete but one subcourse per school year in order to be retained on the rolls. The second objection is more difficult to overcome. A certain amount of study is absolutely necessary to prepare an officer to solve a problem involving the combined use of the various arms. However, in order to lighten the burden

of officers as much as possible, the assignments of text material for study are being revised and cut down wherever practicable.

(f) *The number of officers taking the course.*—The number of officers taking Course "D" varies greatly in the several corps areas. The reason for the difference is hard to determine. In some centers, as New York and Philadelphia, where large numbers of National Guard and Reserve Officers are located and where it is practicable to assemble officers for conferences, the results are very satisfactory. On the other hand, in other centers, such as Boston and Chicago, where similar favorable conditions exist, the results are disappointing.

(g) *Circulation.*—Course "D" circulation is greater than is indicated by the record of copies supplied in the regular manner through corps area commanders to National Guard and Organized Reserve Officers taking the course. Two National Guard units are using Course "D" as their advanced course in their local schools. It is only a matter of a short time until Regular Army regiments will be using it in their advanced courses in their unit schools. It is believed that the use of Course "D" by Regular Army and National Guard unit schools should be encouraged, because, first, it provides an opportunity for officers, before they are eligible to be sent to the advanced courses of the respective Special Service Schools, to acquire some knowledge of the combined employment of the several arms and branches from the battalions up to the division and, second, no unit commander has the time to devote as much thought and work to the selection and preparation of the studies and exercises as is devoted here. It takes a trained officer with nothing else to do from two to three weeks to prepare one exercise with all its parts. Each exercise consists, first, of a brief outline of the tactical principles applicable to the exercise in question, second, the problem, third, a solution, fourth, a discussion of the solution, giving the reasons for the actions taken, and mentioning other possible actions which might have been taken, and fifth, comments, covering the most common errors. The exercises are drawn so as to give a maximum amount of instruction for the study involved and to require a minimum of labor and time to prepare the solutions.

(2) CORRESPONDENCE WITH OFFICERS OF THE REGULAR ARMY, NATIONAL GUARD AND RESERVES RELATIVE TO MILITARY INSTRUCTION AND TRAINING.

In order successfully to meet the demands from many officers from all the components of the army for instructional material covering every known subject and for advice and suggestion in connection with the conduct of instruction and training of all kinds, there was created in the Correspondence School Section a subsection to handle this work. The results have been most gratifying. The field for good work in this connection is almost unlimited. It requires no argument to show what can be accomplished in an educational way to say nothing of the convenience of having one place where the more than 100,000 officers of the United States Army can get educational, instructional, and training material. An effort is made to supply all applicants with what they want. The requests for specified text books constitutes only a small proportion of the requests for instructional material or instructional information. If the material wanted is not available at the schools, it is gotten elsewhere if available, and if not available, it is specially prepared if at all practicable to do so. Experience has demonstrated that it requires only a proper spirit of helpfulness and a determination to meet all demands to supply practically everything requested. All that is necessary to accomplish a wonderful work along this line is never to say "No" to a request.

(3) THE PREPARATION OF TACTICAL EXERCISES AND THE ORGANIZATION OF INSTRUCTIONAL TEAMS FOR SUMMER TRAINING CAMPS.

(a) There probably never has been such thorough and comprehensive preparation for the conduct of *summer training* as there has been this year. As soon as the 1922 summer training was completed, camp commanders, the senior officers of the tactical teams sent from these schools, and corps area commanders were requested to report to the Commandant, General Service Schools, Fort Leavenworth, their opinion as to the character of the training conducted by the 1922 teams and recommendations for future training. The reports submitted were, in general, most thorough and comprehensive. On their receipt at these schools, they were studied by the Commandant and school faculty, and afterwards referred to a board, consisting of three experienced officers, for a detailed study, then to prepare a summary of the pertinent points brought out in the reports and to submit recommendations



for the conduct of the 1923 summer training. On receipt of this report from the committee, specific recommendation for the conduct of summer training was prepared under the direction of the Commandant and forwarded to the War Department, with the report of the board. The War Department, after study of the reports, sent an officer to these schools for a conference on the subject, after which "*Instruction for training reserve officers of the army for the fiscal year 1924*" (A. G. 354.1, January 24), was issued by the War Department. The "Outline of Tactical Exercises" for infantry and cavalry divisions was then prepared at these schools and forwarded to corps area commanders, who returned them, advising the schools of changes desired in the tactical exercises outlined, and giving the specific dates on which camps were to be held, the estimated number of officers by grades to attend each camp, the transportation available for transporting officers to areas of tactical exercises, accompanied by maps of each camp, showing terrain within the camp not available for tactical exercises.

(b) With this information in hand, teams consisting of instructors and staff classmen were organized to prepare the detailed problems for each camp. It took 112 officers nine days to prepare the problems. The teams to conduct the exercises at each camp were then organized. Each team consisted of from one to five instructors and staff classmen who had assisted in preparing the problems, and a proportion of officers from the Command and General Staff School who had been assigned to the Corps Area for permanent duty. The teams all left the schools in time to report at their respective camps ten days prior to the opening of the camps. Some 150 officers from these schools will participate in the conduct of tactical exercises at the 25 or 30 camps scattered throughout the United States.

(c) In addition to the above, the section prepared, in compliance with directions from the War Department, a pamphlet "Command, Staff, and Tactics," for officers of the National Guard and Organized Reserves. The subject matter covers in a concise manner the organization of a combat division, the tactics and technique of the separate branches, combat orders, functions of command and staff, and the tactical offensive and defensive principles of governing the operations

of a division. Twenty thousand copies of the pamphlet were printed, about 12,000 of which were sent to Corps Area Commanders for distribution, 1500 to the Militia Bureau for distribution to National Guard officers, and the remainder, 6,500, held at the schools to supply demands from other sources.

(d) Many complimentary reports have been received regarding the work of the tactical teams from these schools sent to the various summer training camps in 1922. The following three reports selected at random show the general tenor of the reports received from all Corps Areas:

"I take pleasure in telling you, what you have perhaps already heard, that the officers sent us from the General Service Schools last summer have acquitted themselves in a very creditable manner indeed. It is particularly gratifying to note that their work with the National Guard and Organized Reserves elicited favorable comments from all concerned. It will be a great help and satisfaction to have another representation from your school."

\* \* \* \* \*

"The Leavenworth team made a decidedly favorable impression last year, and I am looking forward to even better results this summer."

\* \* \* \* \*

"I give it unreservedly as my opinion that the great success of the training camp for reserve officers was due in major part to the exceptionally fine work of this efficient group of officers. Their influence has been of the utmost importance in cementing mutual understanding, higher respect and strong friendship between the regular army and the organized reserves. The four hundred and twenty-two reserve officers were unanimous in their praise in the consideration, courtesy, patience, tact, personality, and marked efficiency uniformly displayed by the Leavenworth officers on every occasion."

6. ACKNOWLEDGMENTS.—As this report marks the termination of my official relations with these schools, I desire here to make acknowledgment of my appreciation of the loyal support rendered the Command and General Staff Correspondence School by the sections and subsections of these schools, and by the individual members of the instructional staff.

E. E. BOOTH,  
*Colonel, Cavalry, D. O. L.,*  
*Director, The Command and General*  
*Staff Correspondence School.*

[APPENDIX "E"]

**Extract**

**THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS**

*June 30, 1923.*

**SUBJECT:** *Annual Report of the Director of The General Staff  
School for 1922-1923.*

**To:** *The Assistant Commandant, The General Service  
Schools.*

1. The following report of the operations of The General Staff School for the year beginning September 11, 1922, and ending June 15, 1923, is submitted:

2. At the close of the school year, the class consisted of 111 officers, all of whom were graduated, as follows:

Major Leo J. Ahern, Field Artillery,  
Lieutenant Colonel William A. Alfonte, Infantry,  
Major George R. Allin, Field Artillery,  
Lieutenant Colonel Joseph A. Baer, Cavalry,  
Major Benjamin M. Bailey, Field Artillery,  
Major Fred H. Baird, Infantry,  
Captain Orva E. Beezley, Finance Department,  
Lieutenant Colonel Lucius C. Bennett, Infantry,  
Major Frederick F. Black, Infantry,  
Major Russell H. Brennan, Judge Advocate General's  
Department,  
Lieutenant Colonel John R. Brewer, Infantry,  
Colonel Fred R. Brown, Infantry,  
Colonel Laurence C. Brown, Coast Artillery Corps,  
Lieutenant Colonel Frank C. Burnett, Adjutant Gen-  
eral's Department,  
Colonel George L. Byroade, Infantry,  
Major Robert M. Campbell, Cavalry,  
Lieutenant Colonel W. Goff Caples, Corps of Engineers,  
Major Andrew D. Chaffin, Infantry,  
Major James M. Churchill, Infantry,  
Major John B. Corbly, Infantry,  
Major John A. Crane, Field Artillery,  
Major Joseph M. Cummins, Infantry,  
Major Taylor E. Darby, Medical Corps,  
Major Eley P. Denson, Infantry,  
Major George Dillman, Cavalry,  
Major Francis A. Doniat, Field Artillery,

Major Jesse C. Drain, Infantry,  
Major Charles C. Drake, Quartermaster Corps,  
Lieutenant Colonel John H. Dunn, Coast Artillery  
Corps,

Major Kinzie B. Edmunds, Cavalry,  
Major Henry W. Fleet, Infantry,  
Major Oscar Foley, Cavalry,  
Major Laurence V. Frazier, Corps of Engineers,  
Lieutenant Colonel John J. Fulmer, Infantry,  
Major William D. Geary, Field Artillery,  
Major Herbert C. Gibner, Medical Corps,  
Major Paul W. Gibson, Medical Corps,  
Major Frederick Gilbreath, Quartermaster Corps,  
Major Walton Goodwin, Jr., Cavalry,  
Lieutenant Colonel Homer B. Grant, Coast Artillery  
Corps,

Major Alvin G. Gutensohn, Signal Corps,  
Major Charles L. Hall, Corps of Engineers,  
Major Lawrence H. Hedrick, Judge Advocate General's  
Department,

Major Roy C. Heflebower, Medical Corps,  
Lieutenant Colonel Peter J. Hennessey, Cavalry,  
Colonel Guy V. Henry, Cavalry,  
Major William N. Hensley, Jr., Air Service,  
Major Richard J. Herman, Infantry,  
Lieutenant Colonel Sam P. Herren, Infantry,  
Major John H. Hester, Infantry,  
Lieutenant Colonel George M. Holley, Adjutant Gen-  
eral's Department,

Major Everett S. Hughes, Ordnance Department,  
Major Elvid Hunt, Infantry,

Lieutenant Colonel William E. Hunt, Infantry,  
Major Harold W. Huntley, Field Artillery,  
Major John L. Jenkins, Infantry,  
Colonel Isaac C. Jenks, Infantry,

Major Thomas J. Johnson, Field Artillery,  
Major DeWitt C. Jones, Corps of Engineers,  
Major Reginald H. Kelley, Infantry,  
Major Pierre V. Kieffer, Field Artillery,

Major Robert G. Kirkwood, Field Artillery,  
Lieutenant Colonel Robert S. Knox, Infantry,  
Lieutenant Colonel Ben Lear, Jr., Cavalry,  
Major Franc Lecocq, Coast Artillery Corps,

Major Rowan P. Lemly, Infantry,  
Major Bernard Lentz, Infantry,  
Lieutenant Colonel Francis H. Lincoln, Coast Artillery  
Corps,

Major Leon M. Logan, Quartermaster Corps,  
Major David McCoach, Jr., Corps of Engineers,

Major Donald C. McDonald, Field Artillery,  
Lieutenant Colonel Oscar A. McGee, Cavalry,  
Major Nelson E. Margetts, Field Artillery,  
Major James P. Marley, Field Artillery,  
Lieutenant Colonel Joseph A. Marmon, Infantry,  
Major John R. D. Matheson, Corps of Engineers,  
Major William C. Miller, Infantry,  
Major Lucien B. Moody, Ordnance Department,  
Major John C. Moore, Signal Corps,  
Major William W. Overton, Cavalry,  
Major George H. Paine, Field Artillery,  
Major Cortlandt Parker, Field Artillery,  
Lieutenant Colonel James K. Parsons, Infantry,  
Lieutenant Colonel Joseph K. Partello, Infantry,  
Major John C. Pegram, Cavalry,  
Lieutenant Colonel Harris Pendleton, Jr., Infantry,  
Lieutenant Colonel George T. Perkins, Coast Artillery  
Corps,  
Major Kenneth S. Perkins, Field Artillery,  
Major Frederick C. Phelps, Infantry,  
Major Irving J. Phillipson, Adjutant General's De-  
partment,  
Major Richard R. Pickering, Adjutant General's De-  
partment,  
Lieutenant Colonel Shepard L. Pike, Infantry,  
Lieutenant Colonel Douglas Potts, Infantry,  
Major Henry C. Pratt, Air Service,  
Major Homer N. Preston, Infantry,  
Major John B. Richardson, Adjutant General's De-  
partment,  
Major Dorsey R. Rodney, Cavalry,  
Colonel Otho B. Rosenbaum, Infantry,  
Lieutenant Colonel Francis A. Ruggles, Field Artillery,  
Major Dwight K. Shurtleff, Ordnance Department,  
Lieutenant Colonel Walter D. Smith, Field Artillery,  
Lieutenant Colonel William R. Standiford, Infantry,  
Major Charles J. Taylor, Corps of Engineers,  
Major Frederick C. Test, Infantry,  
Lieutenant Colonel James A. Thomas, Coast Artillery  
Corps,  
Major Charles A. Thuis, Infantry,  
Major John G. Tyndall, Field Artillery,  
Lieutenant Colonel Harry A. Wells, Infantry,  
Major George L. Wertenbaker, Coast Artillery Corps,  
Major Francis B. Wilby, Corps of Engineers,  
Lieutenant Colonel Albert S. Williams, Infantry.

3. The following named officers were originally detailed to take the course but did not do so for the reasons set forth after their respective names:

Lieutenant Colonel Marion S. Battle, Coast Artillery Corps: Retired September 2, 1922, Confidential Orders No. 7-R, War Department, September 1, 1922.

Lieutenant Colonel John A. Degen, Cavalry: Never joined. Detail revoked by paragraph 29, S. O. 242, War Department, October 14, 1922.

Lieutenant Colonel George H. White, Infantry: Was a member of the class until about October 17, 1922, when he availed himself of leave granted by paragraph 12, S. O. 243, War Department, October 16, 1922. Retired December 31, 1922, paragraph 70, S. O. 307, War Department, December 31, 1922.

4. The following named officers, whose names are included in the list given in paragraph 2 above, joined the class after the course had begun:

Major Taylor E. Darby, Medical Corps: Joined September 22, 1922, paragraph 28, S. O. 220, War Department, September 22, 1922.

Major Charles C. Drake, Quartermaster Corps: Joined October 11, 1922, by authority of War Department radio of October 11, 1922, later paragraph 32, S. O. 243, War Department, October 16, 1922.

5. A resume of the course for the school year, 1922-1923, is set forth below:

<i>General Subject</i>	Class Room Work			Practical Work	
	<i>Conf.</i>	<i>Lec.</i>	<i>Disc.</i>	<i>AM's</i>	<i>PM's</i>
1. Military Organization.....	2	0	0	0	0
2. Auxiliary Arms:					
(a) Cavalry.....	10	3	2	2	2
(b) Artillery.....	12	0	4	6	7
(c) Tanks.....	1	1	1	0	1
(d) Chemicals in War.....	4	1	2	0	3
(e) Air Service.....	9	0	1	1	1
(f) Engineers.....	6	0	2	2	2
(g) Signal Corps.....	2	3	2	0	2
3. Command and General Staff Technique.....	10	15	3	13	16
4. Logistics of Larger Units.....	24	2	5	8	9
5. Legal Principles.....	5	7	2	1	2
6. Strategy.....	9	0	0	0	0
7. Tactical & Strategic Principles.....	52	0	15	25	29
8. Field Engineering.....	10	1	0	5	7
9. Military History.....	42	2	9	6	9
10. Methods of Training.....	3	0	0	0	0
11. Review of Problems.....	0	0	0	0	5
12. Military Geography.....	7	0	1	3	3
13. Minor Expeditionary Forces.....	1	3	2	5	6
<b>TOTAL.....</b>	<b>209</b>	<b>38</b>	<b>51</b>	<b>77</b>	<b>104</b>

(Conf.—Conferences; Lec.—Lectures; Disc.—Discussions of solutions.)

6. The course was carried through to completion in accordance with the above outlined program with certain exceptions.

Twenty-four conferences, one lecture, six discussions and ten half-days of practical work were dropped from the Military History course, as originally projected for the year. Some of this time was utilized in the preparation and discussion by the class of original papers, one on the Peninsular Campaign and one on the Marengo Campaign. The remainder was spent on a revision of a text book entitled "Tactical and Strategic Studies, Corps and Army." The several chapters of this book, which had been prepared at the school in former years, were apportioned out to committees of the class membership who were required to revise and rewrite their respective chapters, the object being not only to afford them an increased opportunity for practical research into the realm of the strategical, tactical, and logistics principles involved in the management of corps and armies but to secure for the school the benefit of the best tactical thought of the class. This work was regarded as of great importance. The book itself occupies a fundamental position in the field referred to, will be utilized

in future years in the Command and General Staff School as well as in the Army War College and no time or effort spent in its perfection can be regarded as other than well spent.

A considerable amount of spring work was dropped in order to gain time for the class to work on the preparation of terrain exercises for the several summer training camps. This was regarded as especially necessary, the amount of labor required being beyond the scope of any other agency available at the schools; but from the school point of view, it was decidedly disadvantageous, having the effect of disrupting the course and taking the time of the class on matters of purely corps area concern.

Other minor changes in the course were as follows:

The three conferences on Methods of Training were transferred to the Command and General Staff School where they more properly belonged.

The five half-days originally assigned to Review of Problems were dropped and, in lieu thereof, the system adopted, for the accomplishment of the same results in a more efficacious manner, of detailing not to exceed two members of the Staff Class on each board detailed to mark a set of solutions of the Command and General Staff School, thus affording them the opportunity of getting the needed review of their former year's work and securing a different point of view of the school's work from that of student officer.

7. The General Staff School ceased to exist at the close of the school year, 1922-1923. The field it formerly occupied is to be divided between The Command and General Staff School (formerly The School of the Line) and The Army War College, thus reducing the student officer's time at The General Service Schools to a period of one year.

Having been instituted in the year of 1904 as the Army Staff College, it continued in operation, as the next step after the Army School of the Line, until the class of 1915-1916 was graduated in May, 1916. Its pre-war graduates had an influence of no little importance on the successful outcome of the efforts of the forces of the United States in France and hence on the commanding position of the United States in the World affairs of today. Since 1919, when these schools re-opened under the name of The General Service Schools, the General Staff School has been entirely rebuilt and reconstituted in



accord with our modern, post-war point of view and the systems established thereunder.

The undersigned has, in the capacity of student, instructor and director, been more or less connected with The General Staff School since the year 1908 and feels called upon to voice the opinion that the absence of the school from the future system of Army educational activities will be sensed as a distinct loss in connection with the preparation of our officers for war.

\* \* \* \* \*

8. As director of the school, I have to thank the class for their excellent spirit during the school year and for the interest and enthusiasm they manifested in the work on a number of occasions. I received throughout the year the usual loyal and energetic support from the chiefs of sections and subsections and from the corps of instructors, generally. My school superiors have on all occasions given me their advice and assistance with that kindly cordiality so helpful to further effort.

In concluding this report, I feel it appropriate to express my sincere appreciation.

WILLEY HOWELL,  
*Director.*

[APPENDIX "F"]

THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS

*June 30, 1923.*

SUBJECT: *Annual Report for the school year 1922-1923.*

To: *The Assistant Commandant, The General Service Schools.*

1. The following report of the operations of this school for the school year 1922-1923 is submitted.

2. The school opened on September 11, 1922, with a class of 154 officers. Of this number 150 were graduated on June 22, 1923, the remainder failing to complete the course for various reasons.

3. Late in July, 1922, instructions were received from the War Department directing that steps be taken to carry into effect the approved recommendations of a Board of Officers which, during the spring of 1922, had made a comprehensive study of the army school system. In brief, these recommendations provided that, commencing with the school year 1922-1923, the course of instruction here would be of one year's duration only; that the name of the school would be changed from The School of the Line to The Command and General Staff School; and that, upon the graduation of the 1922-1923 class, the General Staff School would cease to exist.

Acting under its instructions to "determine the exact role to be played by each school" in the complete army school system the Board defined the mission of the Command and General Staff School to be to train officers in:

- "(1) The combined use of all arms in the division and in the army corps.
- (2) The proper functions of commanders of divisions and of army corps.
- (3) The proper functions of General Staff officers of divisions and of army corps."

Acting further under its instructions to "delineate accurately the functions of each school to prevent duplication of effort and divergencies and inconsistencies in instruction," the Board recommended that in scope the course should cover:

- (1) Tactics and logistics of divisions (including a review of the reinforced brigade) and army corps, including branches associated therewith.
- (2) Functions of division and corps commanders.
- (3) Organization and functioning of division and corps staffs.

4. As the above action of the Board had been anticipated, the Faculty Board had agreed upon a tentative scheme for revising the program and schedule to carry into effect the enlarged scope of the school. The revision was effected by eliminating from the course those subjects which could be transferred to and taught in the special service schools, by curtailing and reducing the time to be devoted to other subjects, and by taking over from the General Staff School all that part of the course in that school which dealt with the corps and with the army sufficiently to show the relation of the corps to the army.

5. This tentative program was submitted to, and adopted by, a Board of Officers, consisting of representatives from the War Department General Staff and the various service schools, convened in Washington during the latter part of August, 1922, for the purpose of preparing programs of instruction for the General and Special Service Schools, and subsequently approved by the War Department.

6. The change in the course has been accomplished successfully and will be followed next year with but minor changes in arrangement and sequence of presentation.

The following is a summary of this year's course:

SUMMARY OF THE COMMAND AND GENERAL STAFF SCHOOL COURSE  
1922-1923

	<i>Subject</i>	<i>Conferences</i>	<i>Lectures</i>	<i>Map Problems</i>	<i>Terrain Exercises</i>	<i>Tactical Rides</i>	<i>Map Maneuvers, etc.</i>	<i>Total Periods</i>
1	Opening Exercises.....	3	---	---	---	---	---	3
2	Military Organization.....	4	4	---	---	---	---	8
3	Combat Orders.....	3	1	3	---	---	4°	13
4	Solution of Problems.....	2	2	---	---	---	1	5
5	Tactics and Technique.....	56	8	4	4	3	---	75
6	Field Engineering.....	18	1	4	---	5	---	28
7	General Tactical Functions of Larger Units.....	16	---	---	---	---	---	16
8	Tactical Principles and Decisions.....	130	2	18	---	---	---	150
9	Strategy.....	6	4	---	---	---	---	10
10	Discussion of Problems.....	---	10	---	---	---	---	10
11	Map Maneuvers.....	---	---	---	---	---	9°	11
12	Command, Staff & Logistics.....	38	5	7*	---	---	3*	61
13	Military History.....	4	37	2	---	---	---	43
14	Military Intelligence.....	6	---	1	---	---	---	7
15	Troop Leading—Infantry.....	35	3	10	---	---	---	48
16	Troop Leading—Cavalry.....	10	---	2	---	---	---	12
17	Methods of Training.....	14	---	1	---	---	---	15
18	Legal Principles.....	6	3	---	---	---	---	9
19	Psychology and Leadership.....	---	5	---	---	---	---	5
20	General Terrain Exercises.....	---	---	---	18*	---	---	24
	TOTAL.....	351	85	52	22	8	17	553

Equitation: 60 exercises from November to March, inclusive.

° = 1 all day.

\* = 3 all day.

\* \* \* \* \*

8. The system of review of problems and the committee marking of solutions inaugurated last year were continued this year successfully and with marked improvement in results.

9. Early in the fall of 1922, request was made of the War Department that the Air Service be directed to make a photographic survey of the country surrounding Fort Leavenworth on the north, west and south for the purpose of developing the study of aerial photography which was considered to be a matter of increasing importance. In compliance with this request, aerial photographs were taken in September, 1922, and mosaics prepared at these schools during the winter. The results were excellent. These mosaics have been used during the General Terrain Exercises this spring and have tended to emphasize the value and importance of this class of maps.

The results obtained have warranted the expenditures involved. It is recommended that steps be taken this fall to photograph the terrain east of the Missouri River in order to have complete mosaics of all the surrounding country on which it is possible to hold terrain exercises.

10. As this report marks the termination of my official relations with this school I desire to take advantage of this opportunity to make acknowledgment here of my sincere appreciation of the loyal support rendered me by the instructional faculty and to invite attention to their earnest efforts and the great amount of excellent work performed by them. I wish also to voice my great appreciation of the valuable advice, assistance and support given me by the Commandant and Assistant Commandant.

11. The following officers were graduated on June 22, 1923:

#### HONOR GRADUATES

Beere, Donald M., Major, Field Artillery,  
Burlson, Richard C., Major, Field Artillery,  
Catts, Gordon R., Major, Infantry,  
Honeycutt, Francis W., Major, Field Artillery,  
Hunter, George B., Major, Cavalry,  
King, Edward P., Jr., Major, Field Artillery,  
Koch, Stanley, Major, Cavalry,  
Landreth, Earl, Captain, Infantry,  
O'Connor, James A., Major, Corps of Engineers,  
Oldfield, Homer R., Major, Coast Artillery Corps,  
Potter, Waldo C., Major, Field Artillery,  
Robins, Thomas M., Major, Corps of Engineers,  
Saunders, Oswald H., Major, Infantry,  
Somervell, Brehon B., Major, Corps of Engineers,  
Sultan, Daniel I., Major, Corps of Engineers.

#### DISTINGUISHED GRADUATES

Barrows, Frederick M., Major, Field Artillery,  
Boone, Abbott, Major, Field Artillery,  
Brush, Rapp, Major, Infantry,  
Case, Rolland W., Major, Ordnance Department,  
Connolly, Donald H., Major, Corps of Engineers,  
Davis, Lee D., Major, Infantry,  
Foster, Victor S., Major, Cavalry,  
Fredendall, Lloyd R., Major, Infantry,  
Fuller, Horace H., Major, Field Artillery,  
Groninger, Homer M., Major, Cavalry,  
Gruber Edmund L., Major, Field Artillery,

Hay, Donald D., Major, Infantry,  
Holderness, Arthur W., Major, Cavalry,  
Howze, Marion W., Major, Judge Advocate General's  
Department,  
Hurley, Patrick J., Major, Infantry,  
McKinney, Carl F., Major, Infantry,  
Mueller, Paul J., Captain, Infantry,  
Parker, George M., Jr., Major, Infantry,  
Pennell, Ralph McT., Major, Field Artillery,  
Rodgers, Robert C., Major, Cavalry,  
Sanford, George A., Major, Infantry,  
Sasse, Ralph I., Captain, Cavalry,  
Thomas, Pearl L., Major, Cavalry.

#### GRADUATES

Albright, Owen S., Major, Signal Corps,  
Andrews, Edmund R., Major, Infantry,  
Ardrey, John E., Major, Infantry,  
Ashbridge, Donald M., Major, Coast Artillery Corps,  
Baehr, Carl A., Major, Field Artillery,  
Baird, Henry W., Major, Cavalry,  
Baird, Raymond C., Major, Infantry,  
Brandt, Alfred, Major, Infantry,  
Briscoe, N. Butler, Major, Cavalry,  
Brougher, William E., Major, Infantry,  
Brown, Levi G., Major, Cavalry,  
Bryden, William, Major, Field Artillery,  
Burt, Charles C., Lieut. Colonel, Coast Artillery Corps,  
Carpenter, William T., Major, Coast Artillery Corps,  
Chase, Theodore M., Major, Coast Artillery Corps,  
Colburn, Alvin, Major, Infantry,  
Commiskey, Archibald F., Lieut. Colonel, Cavalry,  
Cook, Thomas C., Major, Coast Artillery Corps,  
Corlett, Charles H., Captain, Infantry,  
Cowles, David H., Major, Infantry,  
Crea, Harry B., Major, Infantry,  
Cron, Anton C., Major, Infantry,  
Crowley, Francis C. V., Major, Cavalry,  
Cutrer, Emile V., Major, Infantry,  
Desobry, Elmer C., Major, Infantry,  
Dewey, Leo A., Lieut. Colonel, Adjutant General's  
Department,  
Ditto, Rollo C., Major, Chemical Warfare Service,  
Dyer, Jesse F., Major, United States Marine Corps,  
Easton, John D., Major, Infantry,  
Eddy, Robert C., Major, Coast Artillery Corps,  
Erlenkotter, Herman, Major, Field Artillery,  
Falk, David B., Jr., Major, Infantry,  
Farmer, Ellery, Major, Infantry,

Farnsworth, Edward E., Major, Coast Artillery Corps,  
Field, Edgar L., Major, Infantry,  
Flynn, Thomas J., Major, Medical Corps,  
Franklin, John F., Major, Infantry,  
Garber, Max B., Major, Infantry,  
Gardenhire, William C., Lieut. Colonel, Quartermaster  
Corps,

Garrison, William H., Jr., Major, Air Service,  
Gillem, Alvan C., Jr., Major, Infantry,  
Glass, Ralph R., Major, Infantry,  
Glassburn, Robert P., Major, Coast Artillery Corps,  
Glover, G. Barrett, Jr., Major, Infantry,  
Gottschalk, Telesphor G., Major, Field Artillery,  
Gray, Elmore B., Major, Coast Artillery Corps,  
Green, Joseph A., Major, Coast Artillery Corps,  
Grieves, Loren C., Major, Infantry,  
Harmon, Millard F., Jr., Major, Air Service,  
Henderson, John C., Major, Coast Artillery Corps,  
Henry, Roy O., Major, Cavalry,  
Hickok, Monte J., Major, Coast Artillery Corps,  
Holcombe, John L., Major, Coast Artillery Corps,  
Humber, Robert C., Lieut. Colonel, Infantry,  
Humphreys, Thomas O., Major, Coast Artillery Corps,  
Jacobson, Benjamin L., Major, Finance Department,  
Johnson, Ronald D., Major, Field Artillery,  
Kern, Kenneth E., Major, Infantry,  
King, Harry L., Major, Cavalry,  
Lee, Raymond E., Major, Field Artillery,  
Lincoln, Rush B., Major, Air Service,  
Loughry, Howard K., Major, Coast Artillery Corps,  
McBride, Allan C., Major, Field Artillery,  
McCaskey, John P., Jr., Major, Coast Artillery Corps,  
McCaughey, William J., Major, Infantry,  
McIlroy, James G., Major, Infantry,  
McKinney, Garfield L., Major, Medical Corps,  
Mack, Jacob A., Major, Coast Artillery Corps,  
Mallon, Francis B., Major, Infantry,  
Martin, Isaac S., Lieut. Colonel, Cavalry,  
Miller, Edgar S., Major, Infantry,  
Milton, Alexander M., Major, Cavalry,  
Mitchell, Ralph M., Lieut. Colonel, Coast Artillery  
Corps,

Moose, William L., Jr., Major, Air Service,  
Murphy, John B., Lieut. Colonel, Coast Artillery Corps,  
Murphy, Joseph M., Captain, Infantry,  
Murray, Paul, Major, Infantry,  
Naiden, Earl L., Captain, Air Service,  
Perkins, Alvin S., Lieut. Colonel, Cavalry,  
Polk, Harding, Major, Cavalry,  
Price, Charles F. B., Major, United States Marine Corps,

Randol, Marshal G., Major, Field Artillery,  
Reardan, John D., Major, Air Service,  
Reinhardt, Emil F., Major, Infantry,  
Reybold, Eugene, Major, Coast Artillery Corps,  
Robenson, John A., Major, Cavalry,  
Rose, John B., Major, Ordnance Department,  
Sampson, Charles L., Major, Infantry,  
Sanger, Donald B., Major, Signal Corps,  
Santschi, Eugene, Jr., Major, Infantry,  
Savage, Emmert W., Major, Infantry,  
Schrader, Otto H., Major, Coast Artillery Corps,  
Sinclair, Jesse L., Major, Coast Artillery Corps,  
Smalley, Henry R., Major, Cavalry,  
Smith, Frederic H., Major, Coast Artillery Corps,  
Stearns, Cuthbert P., Major, Cavalry,  
Stokely, Carlin C., Major, Infantry,  
Stutesman, John H., Major, Infantry,  
Sutherland, Samuel J., Major, Infantry,  
Swan, Daniel N., Jr., Major, Coast Artillery Corps,  
Swift, Innis P., Major, Cavalry,  
Taylor, Richard T., Major, Infantry,  
Taylor, Victor V., Captain, Cavalry,  
Twaddle, Harry L., Major, Infantry,  
Van Deusen, Edwin R., Major, Field Artillery,  
Van Natta, Thomas F., Jr., Major, Cavalry,  
Ward, Bloxham, Major, Infantry,  
Waugh, George F., Major, Infantry,  
Wildrick, Edward W., Major, Coast Artillery Corps,  
Wilkes, Gilbert Van B., Major, Corps of Engineers,  
Wilson, Alexander, Major, Infantry,  
Wilson, Erle M., Major, Infantry.

H. J. BREES,  
*Colonel of Cavalry, D. O. L.,*  
*Director, The Command and General Staff School.*



[APPENDIX "G"]

**Extract**

**THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS**

*June 30, 1923.*

**SUBJECT:** *Annual Report.*

**To:** *The Commandant, The General Service Schools, Fort Leavenworth, Kansas.*

1. The undersigned was detailed as Secretary and Executive Officer of The General Service Schools on February 20, 1923, upon the death of Lieutenant Colonel A. M. Ferguson, U. S. Army, Retired. This report covers the entire fiscal year 1922-1923.

2. The many preparatory measures for handling one large class during the next school year, in lieu of two classes as formerly, have been taken. The largest necessary change, the installation of a suitable ventilating system at an estimated cost of \$27,702.50, cannot be accomplished without action by the War Department.

3. The school building is now taxed to its maximum capacity. The recommendation as to building an addition similar in size to Wagner Hall, to be constructed at an estimated cost of \$500,000, adjoining Sheridan Hall on the west, is renewed.

4. Officers' quarters are available at Fort Leavenworth as follows:

Houses (Quarters, sets).....	126	
Housekeeping Apartments.....	202	
Bachelor Apartments.....	32	
Bachelor Apartments (3d floor—unsuited for occupancy by student officers during an entire school year).....	16	
<b>TOTAL.....</b>	<b>376</b>	<b>376</b>
Instructors.....	61	
Staff.....	40	
Student Officers.....	268	
National Guard and Organized Reserve Officers (Taking short course).....	8	
<b>TOTAL.....</b>	<b>377</b>	<b>377</b>

**NOTE:**—Staff includes Librarian and four Motor Transport officers now under orders to report at Fort Leavenworth.

\* \* \* \* \*

The eleven apartment buildings on Doniphan and Pope Avenues still of temporary construction, should be provided with permanent walls and installations at an estimated cost of \$300,000, just as soon as practicable.

5. ANNUAL ALLOTMENT.—The annual allotment of \$35,000.00 has been disbursed as follows:

Purchase of office furniture, stationery, apparatus and various supplies for blue-printing, photographic, and laboratory purposes; purchase and repair of instruments; office, library and lecture room equipment; printing shop equipment, and other miscellaneous supplies.....	\$33,931.36
Purchase of books and periodicals.....	1,068.74
TOTAL.....	\$35,000.00

6. INSTRUCTORS' STENOGRAPHIC OFFICE:

Number of pages typed.....	24,223
Number of stencils cut.....	9,979
Number of pages translated.....	2,230

7. MIMEOGRAPH DEPARTMENT.—The Mimeograph Department turned out fifteen new text books, totaling 2,238 pages, and re-mimeographed three text books, totaling 633 pages. Conferences and lectures were mimeographed approximating 6,000 pages. Grand total 8,841 pages.

8. PRINTING DEPARTMENT.—The working force of this department consists of 27 men (24 enlisted men and 3 civilians employed by the Book Department). All equipment is in good shape. Its present value, allowing for depreciation, is \$47,654.26. Cost of production during the year was \$54,677.00. This work, if performed outside the Army, would have cost approximately \$125,461.00. New equipment purchased or issued by the Quartermaster during the year amounted to \$7,383.96. The work performed in the printing department for the year ending June 30, 1923, is summarized as follows:

<i>Description</i>	<i>No. of Jobs</i>	<i>No. of Copies</i>	<i>No. typed Pages</i>
Blank Forms.....	281	60,800	382
Cards.....	2	650	2
Envelopes.....	15	136,850	16
Form Letters.....	6	13,570	6
Labels.....	6	6,700	6
Leaflets.....	1,553	1,190,337	11,001
Letterheads.....	17	95,500	18
Placards.....	15	1,531	15
Posters.....	6	4,100	6
Programs.....	3	1,300	6
Tickets.....	5	4,600	8
Books & Pamphlets.....	214	213,600	8,747
Confidential.....	160	52,585	1,030
Miscellaneous.....	65	170,562	428
TOTALS.....	2,348	1,952,765	21,671
Total number of press impressions for the year.....			12,372,780

9. BOOK BINDING DEPARTMENT:

Books bound.....12,912  
 Maps mounted.....3,768  
 Also pamphlets, punching, perforations, and other odd jobs.

10. MAP REPRODUCTION DEPARTMENT:

Lithograph plates made.....442  
 Maps (including approximately 20,000 maps for various C. M. T. Camps and 300,000 for History of World War); diagrams, charts, tables, etc., printed, varying in size from 5"x8" to 36"x48",.....736,900  
 Impressions.....442,200

*Offset Press:*—82 single color jobs,  
 53 two color jobs,  
 16 three color jobs,  
 5 four color jobs.

442 new plates and 48 stock plates were used in this work.

Total cost of material used in department for allotment work.....\$3,538.32

Total cost of material used in department for Book Department work.....2,461.68

Grand total cost of all material used.....\$6,000.00

11. MESSES.—Two large Officers' Messes were operated during the past year under the Quartermaster Department.

12. RECOMMENDATIONS.—The most pressing needs of the school are an additional wing to the college building, a ventilating system for the college assembly rooms, and the conversion of the Doniphan and Pope Avenues apartments.

LOUIS J. VAN SCHAICK,  
*Secretary.*

[APPENDIX "H"]

THE GENERAL SERVICE SCHOOLS  
FORT LEAVENWORTH, KANSAS

June 30, 1923.

SUBJECT: *Annual Report for school year 1922-1923, on the Library, The General Service Schools.*

To: *The Secretary, The General Service Schools, Fort Leavenworth, Kansas.*

1. Books on hand, July 1, 1922.....	44,348
Books purchased during the year.....	175
Books received from the Bindery.....	1,166
Books donated.....	55
Public Documents.....	39
Books received from Q. M. Department.....	197
Books on hand, June 30, 1923.....	45,980

DONATIONS

General John J. Pershing.....	1
Colonel E. B. Fuller.....	1
Colonel E. E. Booth.....	2
Colonel C. H. Lanza.....	2
Colonel F. L. Munson.....	1
Lieut. Colonel E. A. Myer.....	4
Lieut. Colonel C. Deems, Jr.....	2
Major Wm. A. Mitchell.....	1
Major R. H. Kelley.....	1
Major Leroy Hodge.....	1
Captain R. G. Carter.....	1
Netherlands Chamber of Commerce.....	1
West Point Library.....	33
American Relief Clearing House.....	1
Coast Artillery School.....	1
Y. M. C. A.....	2
TOTAL.....	55

Books loaned out during the fiscal year..... 9,097

LOUIS J. VAN SCHAICK,  
*Lieutenant Colonel, Infantry, D. O. L.,*  
*Librarian.*

[APPENDIX "I"]

**THE GENERAL SERVICE SCHOOLS**

The Command and General Staff School

1923-1924

---

SCHEDULE FOR 1923-1924

---

Conferences and lectures begin at 8:30 AM, 9:45 AM and 11:00 AM; map problems, terrain exercises, tactical rides, map maneuvers and exercises at 8:00 AM and 1:00 PM.

Other necessary details appear in the weekly schedule.

ABBREVIATIONS:

MO—Military Organization.  
CO—Combat Orders.  
SP—Solution of Problems.  
TT—Tactics and Technique.  
FE—Field Engineering.  
LU—General Tactical Functions of Larger Units.  
TP—Tactical and Strategical Principles and Decisions.  
ST—Strategy.  
DP—Discussion of Problems.  
MM—Map Maneuvers.  
CSL—Command, Staff and Logistics.  
MH—Military History.  
MI—Military Intelligence.  
TL—Troop Leading.  
MT—Methods of Training.  
LP—Legal Principles.  
PL—Psychology and Leadership.  
GTE—General Terrain Exercises.

SUMMARY OF COURSE, COMMAND AND GENERAL STAFF SCHOOLS, 1923-24

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Opening Exercises.....	3						3	
Military Organization.....	4	4					8	
Solution of Problems.....	2	2				1	4	1
Combat Orders.....	3	1	2			3	4	5
Tactics and Technique.....	55	5	7	4	3		60	14
Field Engineering.....	17	1	4		5		18	9
Tactical Functions Larger Units.....	7	1					8	
Military History.....	2	32	1				34	1
Tactical Principles.....	133		20				133	20
			double	periods			22	
Discussion of Problems.....		9					155	
							9	
Military Intelligence.....	5	1	1				6	1
Command, Staff and Logistics.....	35	9	7*				44	7
Map Maneuvers.....						12†		12
Strategy.....		10					10	
Psychology and Leadership.....		6					6	
Troop Leading.....	32	1	12				33	12
Methods of Training.....	14		1				14	1
Legal Principles.....		9					9	
General Terrain Exercises.....				18				18
Total.....	312	91	55*	22	8	16†	403	101

\* 1 all day. † 4 all day.

### MONTHLY SUMMARY

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
September.....	30	10	.....	.....	1	4	40	5
October.....	46	9	5	4	4	.....	55	13
November.....	38	14	2	.....	.....	2	52	4
December.....	31	6	4	.....	.....	3	37	7
January.....	42	12	7	.....	.....	3	54	10
February.....	30	15	9	.....	.....	2	45	11
March.....	31	8	9	.....	.....	1	39	10
April.....	23	6	6	.....	.....	1	29	7
May.....	27	6	10	7	3	.....	43	20
June.....	4	5	3	11	.....	.....	9	14
Total.....	312	91	55	22	8	16	403	101

### SEPTEMBER

Opening Exercises.....	3	.....	.....	.....	.....	.....	3	.....
Military Organization.....	4	4	.....	.....	.....	.....	8	.....
Solution of Problems.....	2	2	.....	.....	.....	1	4	1
Tactics and Technique.....	16	2	.....	.....	1	.....	18	1
Field Engineering.....	2	1	.....	.....	.....	.....	3	.....
Combat Orders.....	3	1	.....	.....	.....	3	4	3
Total.....	30	10	.....	.....	1	4	40	5



**OCTOBER**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Tactics and Technique.....	15	1	3	4	2	.....	16	9
Field Engineering.....	2	.....	.....	.....	2	.....	2	2
Combat Orders.....	.....	.....	2	.....	.....	.....	.....	2
Tactical Funct. Larger Units.....	7	1	.....	.....	.....	.....	8	.....
Military History.....	.....	6	.....	.....	.....	.....	6	.....
Tactical Principles.....	22	.....	.....	.....	.....	.....	22	.....
Discussion of Problems.....	.....	1	.....	.....	.....	.....	1	.....
Total.....	46	9	5	4	4	.....	55	13

**NOVEMBER**

Tactical Principles.....	30	.....	.....	.....	.....	.....	30	.....
Military History.....	.....	12	.....	.....	.....	.....	12	.....
Field Engineering.....	.....	.....	1	.....	.....	.....	.....	1
Tactics and Technique.....	.....	.....	1	.....	.....	.....	.....	1
Military Intelligence.....	5	1	.....	.....	.....	.....	6	.....
Command, Staff and Logistics.....	3	1	.....	.....	.....	.....	4	.....
Map Maneuvers.....	.....	.....	.....	.....	.....	2	.....	2
Total.....	38	14	2	.....	.....	2	52	4

**DECEMBER**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Tactical Principles.....	26		3				26	3
Command, Staff and Logistics.....	5	2					7	
Map Maneuvers.....						3		3
Military Intelligence.....			1					1
Military History.....		3					3	
Discussion of Problems.....		1					1	
Total.....	31	6	4			3	37	7

**JANUARY**

Tactical Principles.....	20		3				20	3
Command, Staff and Logistics.....	19	1	4				20	4
Military History.....		7					7	
Map Maneuvers.....						3		3
Discussion of Problems.....		1					1	
Strategy.....		3					3	
Tactics and Technique.....	3						3	
Total.....	42	12	7			3	54	10

FEBRUARY

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Tactical Principles.....	2	-----	5	-----	-----	-----	2	5
Tactics and Technique.....	21	2	2	-----	-----	-----	23	2
Strategy.....	-----	7	-----	-----	-----	-----	7	-----
Command, Staff and Logistics.....	2	2	1	-----	-----	-----	4	1
Discussion of Problems.....	-----	2	-----	-----	-----	-----	2	-----
Field Engineering.....	4	-----	1	-----	-----	-----	4	1
Map Maneuvers.....	-----	-----	-----	-----	-----	2	-----	2
Military History.....	-----	2	-----	-----	-----	-----	2	-----
Total.....	29	15	9	-----	-----	2	44	11

MARCH

Tactical Principles.....	19	-----	5	-----	-----	-----	19	5
Field Engineering.....	5	-----	1	-----	-----	-----	5	1
Military History.....	2	2	1	-----	-----	-----	4	1
Command, Staff and Logistics.....	4	1	-----	-----	-----	-----	5	-----
Tactics and Technique.....	-----	-----	1	-----	-----	-----	-----	1
Discussion of Problems.....	-----	2	-----	-----	-----	-----	2	-----
Map Maneuvers.....	-----	-----	-----	-----	-----	1	-----	1
Psychology and Leadership.....	-----	3	-----	-----	-----	-----	3	-----
Total.....	30	8	8	-----	-----	1	38	9

**APRIL**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Tactical Principles.....	14		4				14	4
Command, Staff and Logistics.....	1	2	2				3	2
Field Engineering.....	4		1				4	1
Discussion of Problems .....		2					2	
Map Maneuvers.....						1		1
Troop Leading.....	5	1					6	
Psychology and Leadership.....		1					1	
Total.....	24	6	7			1	30	8

**MAY**

Troop Leading.....	23		10				23	10
Psychology and Leadership.....		2					2	
Field Engineering.....					3			3
Methods of Training.....	14						14	
Legal Principles.....		4					4	
General Terrain Exercises.....				7				7
Total.....	37	6	10	7	3		43	20

**JUNE**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Troop Leading.....	4		2				4	
Legal Principles.....		5					5	
Methods of Training.....			1					1
General Terrain Exercises.....				11				11
Total.....	4	5	3	11			9	14
GRAND TOTAL.....	312	91	55	22	8	16	403	101

### MILITARY ORGANIZATION

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
General Principles of Organization of Combat Units.....		1						
General Principles of Organization of Staffs.....		1						
Infantry Division.....	1							
Cavalry Division.....	1							
General Principles of Corps and Army Organization.....		1						
Corps and Army.....	2							
Theater of Operations.....		1						
Total.....	4	4					8	

### COMBAT ORDERS

Field Orders.....	2							
Administrative Orders.....	1							
Verbal and Dictated Orders.....		1				4		
Total.....	3	1	2				10	

### SOLUTION OF PROBLEMS

Estimate of Situation.....	1							
Mechanics of Solving Problems.....	1							
Illustrative Problem.....		1						
Solution of a Map Problem.....						1		
Discussion of Solution.....		1						
Total.....	2	2				1	5	

**TACTICS AND TECHNIQUE OF INFANTRY UNITS**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
General Discussion of the Role, Capabilities and Limitations.....	1							
Infantry Drill Regulations.....	3	1						
Machine Guns.....								
Tanks.....								
Special Weapons.....	4				1			
Signal Troops.....								
Organization of Headquarters.....	1							
Total.....	9	1	1	2	1		15	

**TACTICS AND TECHNIQUE OF ARTILLERY UNITS**

Materiel, Organization and Command.....	1							
Reconnaissance and Communications.....	1							
General Principles Governing Tactical Employment.....	1							
Tactical and Technical Employment of Battery.....	1							
Tactical and Technical Employment of Battalion.....								
Tactical and Technical Employment of Regiment.....	1							
Artillery on March and Entry into Action.....								
Accompanying Batteries and Accompanying Guns.....	1							
Division Artillery in Offensive.....	1							
Division Artillery in Defensive.....	1							
Artillery Combat Orders.....	1							
Total.....	9		1	1	2		13	

### TACTICS AND TECHNIQUE OF CAVALRY UNITS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods	Total Half Days
Role of Cavalry.....								
Cavalry Formations.....		1						
Marches.....								
Reconnaissance.....								
Outposts, Advance and Rear Guards.....	1							
Offensive Combat.....	1							
Defensive Combat.....								
Pursuit.....	1							
<b>Total.....</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>			<b>6</b>	

### TACTICS AND TECHNIQUE OF—

Air Service.....	3							
Signal Troops.....	1							
Engineers.....	2							
Chemical Warfare.....	2	1						
Medical Service.....	2							
<b>Total.....</b>	<b>10</b>	<b>1</b>	<b>1</b>				<b>12</b>	

### GENERAL TACTICAL FUNCTIONS OF LARGER UNITS

Larger Units.....	8							
<b>Total.....</b>	<b>8</b>						<b>8</b>	

### FIELD ENGINEERING

Aerial Photography.....	2	1	1					
Field Fortifications.....	15		3		5			
<b>Total.....</b>	<b>17</b>	<b>1</b>	<b>4</b>		<b>5</b>		<b>27</b>	



**TACTICS AND TECHNIQUE, AUXILIARY ARMS, CORPS, ARMY AND GHQ  
RESERVE**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods	Total Half Days
Cavalry.....	2							
Artillery.....	7	1						
Air Service.....	5	1						
Tanks.....		1						
Antiaircraft.....	1							
Coast and Harbor Defense.....	1							
Engineers.....	4	1						
Signal Troops.....	3							
Total.....	23	4					27	

**TACTICAL PRINCIPLES AND DECISIONS**

Marches.....	3							
Halts.....	1							
Security and Reconnaissance.....	10							
General Discussion of Offensive.....	4							
Development for Combat.....	2							
Attack in Meeting Engagement.....	2							
Attack Against Prepared Position.....	4							
Attack Against Defensive Zone .....	4							
Passage of Lines.....	2							
Employment of Division Engineers.....	1							
Holding Attack.....	1							
General Discussion of Defensive .....	4							
Defense in Meeting Engagement .....	2							
A Defensive Position.....	3							

TACTICAL PRINCIPLES AND DECISIONS (Continued)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
A Defensive Zone.....	8							
Counterattack.....	1							
Relief of Front Line Units.....	2							
Raids.....	1							
Delaying Action.....	1							
Position in Readiness.....	2							
Withdrawal from Action.....	2							
Retreat and Pursuit.....	5							
River Crossings.....	3							
Convoys.....	1							
Night Attacks.....	2							
Overseas Expeditions.....	4							
Defense of a Coast Line.....	1							
Air Service in Defense of Coast Line.....	1							
Domestic Disturbances.....	5							
Air Service Reconnaissance and Bombing.....	2							
Cavalry Strategical Reconnaissance.....	1							
Cavalry March.....	1							
Combat of Cavalry Division.....	1							
Cavalry Security at Halt.....	1							
Cavalry Screening.....	2							
Cavalry Attack of Locality.....	1							
Cavalry on Flank of Battle.....	1							
Cavalry Seizing and Holding Position.....	1							
Cavalry Exploiting Break-through.....	1							

TACTICAL PRINCIPLES AND DECISIONS (*Continued*)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Cavalry Covering a Retreat.....	1							
Cavalry Delaying Action.....	1							
Cavalry Defense.....	1							
Cavalry Pursuit.....	1							
The Independent Corps.....	11	}	22 double periods					
Tactical and Strategical Studies, Corps and Army.....	24							
Total.....	133		20				153	

COMMAND, STAFF AND LOGISTICS

Theater of Operations.....	2							
Division Commander and General Staff.....	2	3						
Division Technical and Administrative Staff.....	5							
Mobilization.....	1							
Division Transportation.....	1							
Movements by Motor Transportation.....	2							
Movements by Rail.....	2							
Duties in Rest Area.....	1							
Division on March.....	3							
Division in Relief.....	2							
Circulation.....	1							
Division in Attack and Pursuit.....	4							
Division in Withdrawal.....	1							

**COMMAND, STAFF AND LOGISTICS (Continued)**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Expeditionary Force.....	1							
Supply in Past Wars.....		1						
Supply of Cavalry Division.....	1							
Explanation of Map Maneuvers.....		4						
Corps Commander and General Staff.....	1							
Corps Logistics.....	5	1						
Total.....	35	9	7				51	

**MILITARY HISTORY**

Historical Research (Donelson Campaign).....	2	6						
World War.....		14						
AEF in World War.....		12						
Total.....	2	32	1				35	

**TROOP LEADING**

Infantry Division in Attack.....	16	1						
Infantry Division in Defense.....	9							
Cavalry Division.....	7							
Total.....	32	1	12				45	

### METHODS OF TRAINING

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
General Principles.....	1							
Forces Subject to and Classification of.....	1							
Division Training Order and Programs.....	1							
Brigade, Regimental, Battalion and Company Training Orders..	1							
Vocational Training.....	1							
Methods of Imparting Instruction	1							
Preparation of Map Problems.....	1							
Preparation and Conduct of Terrain Exercises and Tactical Rides.....	1							
Preparation and Conduct of Field Exercises.....	1							
Preparation and Conduct of Camps of Instruction.....	1							
Preparation and Conduct of Maneuvers.....	1							
Continuous Maneuvers.....	1							
Umpiring Field Maneuvers.....	1							
Preparation of Corps Training Order.....	1							
Total.....	14		1				15	

Strategy.....		10						
Map Maneuvers.....						12		
Military Intelligence.....	6		1					
Legal Principles.....		9						
Psychology and Leadership.....		6						
General Terrain Exercises.....				18				
Total.....	6	25	1	18		12	62	

**DISCUSSION OF PROBLEMS**

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods	Total Half Days
Discussion MP 3 Series I.....		1						
Discussion MP 1 Series III.....		1						
Discussion MP 4 Series II.....		1						
Discussion MP 7 Series II.....		1						
Discussion MM No. 10.....		1						
Discussion MP 13 Series II.....		1						
Discussion MM No. 11.....		1						
Discussion MM No. 12.....		1						
Discussion MP 12 Series III.....		1						
<b>Total.....</b>		<b>9</b>						

SUMMARY OF PROBLEMS

Series	SUBJECT	Number	Value	Total Value
Series I	Combat Orders.....	2	-----	-----
	Tactics and Technique Separate Arms.....	8	-----	-----
	Tactics and Technique Auxiliary Arms.....	3	-----	-----
	Field Engineering (Aerial Photography).....	1	-----	-----
	Total.....	14	4	56
Series II	TP—Division.....	16	-----	-----
	TP—Corps and Army.....	4	-----	-----
	Total.....	20	16	320
Series III	Command, Staff and Logistics.....	7	-----	-----
	Military History.....	1	-----	-----
	Military Intelligence.....	1	-----	-----
	Field Fortifications.....	3	-----	-----
	Methods of Training.....	1	-----	-----
	Total.....	13	12	156
Series IV	Troop Leading.....	12	15	180
Series V	General Terrain Exercises.....	18	16	288
	Grand Total.....	77	-----	1000

SUMMARY OF MAP MANEUVERS

Infantry regiment, reinforced.....	2
Cavalry.....	2
Brigade, reinforced.....	2
Division.....	2
G2-3, Division.....	1—all-day
G1-4, Division.....	1—all-day
Combined Staff, Corps and Division.....	1—all-day
Corps, tactical.....	1—all-day
	<hr/> 12

**SCHEDULE (September-October)**

Serial Number	Dates September	SUBJECT	Value of Problems	Remarks
CO 1	10 AM	Opening Exercises.....		
MO 1	11 AM	Combat Orders.....		Conference.
	11 AM	Principles of Organization of Combat Units.....		Lecture.
SP 1	11 AM	Solution of Problems.....		Conference.
CO 2	12 AM	Combat Orders.....		Conference.
MO 2	12 AM	Principles of Organization of Staffs.....		Lecture.
SP 2	12 AM	Solution of Problems.....		Conference.
CO 3	13 AM	Combat Orders.....		Conference.
SP 3	13 AM	Solution of Problems.....		Lecture.
MO 3	13 AM	Infantry Division.....		Conference.
TT 1	14 AM	Infantry, General Discussion.....		Conference.
TT 2	14 AM	Infantry.....		Lecture.
MO 4	14 AM	Cavalry Division.....		Conference.
MO 5	17 AM	Principles of Organization of Corps and Army.....		Conference.
CO 4	17 AM	Verbal and Dictated Orders.....		Lecture.
CO 5	17 PM	Verbal and Dictated Orders.....		
MO 6	18 AM	Corps and Army.....		Conference.
TT 3	18 AM	Infantry.....		Conference.
SP 4	18 PM	Exercise in Solution of Problem.....		
TT 4	19 AM	Infantry.....		Conference.
MO 7	19 AM	Theater of Operations.....		Lecture.
TT 5	19 AM	Infantry.....		Conference.
TT 6	20 AM	Infantry.....		Conference.
MO 8	20 AM	Corps and Army.....		Lecture.
TT 7	20 AM	Infantry.....		Conference.
TT 8	21 AM	Infantry.....		Conference.
TT 9	21 AM	Infantry.....		Conference.
CO 6	21 PM	Verbal and Dictated Orders.....		
TT 10	24 AM	Infantry.....		Conference.
FE 1	24 AM	Aerial Photography.....		Lecture.
TT 11	24 AM	Artillery.....		Conference.
TT 12	25 AM	Artillery.....		Conference.
TT 13	25 AM	Artillery.....		Conference.
CO 7	25 PM	Verbal and Dictated Orders.....		
TT 14	26 AM	Artillery.....		Conference.
SP 5	26 AM	Discussion of SP 4.....		Lecture.
TT 15	26 AM	Artillery.....		Conference.
TT 16	27 AM	Artillery.....		Conference.
FE 2	27 AM	Aerial Photography.....		Conference.
TT 17	27 PM	Tactical Ride No 1, Infantry.....		
TT 18	28 AM	Artillery.....		Conference.
TT 19	28 AM	Artillery.....		Lecture.
FE 3	28 AM	Aerial Photography.....		Conference.
<b>OCTOBER</b>				
TT 20	1 AM	Artillery.....		Conference.
FE 4	1 AM	Field Fortifications.....		Conference.
TT 21	1 PM	Tactical Ride No. 2, Artillery.....		
TT 22	2 AM	Cavalry.....		Conference.
FE 5	2 AM	Field Fortifications.....		Conference.
CO 8	2 PM	MAP PROBLEM No. 1, Series I.....	4	
TT 23	3 AM	Cavalry.....		Conference.



**SCHEDULE (October)**

Serial Number	Dates October	SUBJECT	Value of Problems	Remarks
TT 24	3 AM	Cavalry.....		Conference.
FE 6	3 PM	Tactical Ride No. 3, Field Fortifications.....		
TT 25	4 AM	Cavalry.....		Conference.
LU 1	4 AM	Larger Units.....		Conference.
TT 26	4 PM	Tactical Ride No. 4, Artillery.....		
TT 27	5 AM	Air Service.....		Conference.
LU 2	5 AM	Larger Units.....		Conference.
TT 28	5 PM	TERRAIN EXERCISE No. 1, Series I.....	4	
TT 29	8 AM	Air Service.....		Conference.
LU 3	8 AM	Larger Units.....		Conference.
FE 7	8 PM	Tactical Ride, No. 5 Field Fortifications.....		
TT 30	9 AM	Air Service.....		Conference.
LU 4	9 AM	Larger Units.....		Lecture.
TT 31	9 AM	Signal Troops.....		Conference.
TT 32	10 AM	Engineers.....		Conference.
LU 5	10 AM	Larger Units.....		Conference.
TT 33	10 PM	TERRAIN EXERCISE No. 2, Series I.....	4	
TT 34	11 AM	Engineers.....		Conference.
LU 6	11 AM	Larger Units.....		Conference.
	11 AM	Vacant.....		
TT 35	12 AM	Chemical Warfare.....		Conference.
LU 7	12 AM	Larger Units.....		Conference.
TT 36	12 PM	TERRAIN EXERCISE No. 3, Series I.....	4	
TT 37	15 AM	Chemical Warfare.....		Conference.
MH 1	15 AM	Military History.....		Lecture.
LU 8	15 AM	Larger Units.....		Conference.
TP 1	16 AM	Marches.....		Conference.
TT 38	16 AM	Medical Service.....		Conference.
TT 39	16 PM	TERRAIN EXERCISE No. 4, Series I.....	4	
TP 2	17 AM	Marches.....		Conference.
MH 2	17 AM	Military History.....		Lecture.
TT 40	17 AM	Medical Service.....		Conference.
TP 3	18 AM	Marches.....		Conference.
TT 41	18 AM	Chemical Warfare.....		Lecture.
TP 4	18 AM	Halts.....		Conference.
TP 5	19 AM	Security and Reconnaissance.....		Conference.
MH 3	19 AM	Military History.....		Lecture.
TP 6	19 AM	Security and Reconnaissance.....		Conference.
TP 7	22 AM	Security and Reconnaissance.....		Conference.
TP 8	22 AM	Security and Reconnaissance.....		Conference.
CO 9	22 PM	MAP PROBLEM No. 2, Series I.....	4	
TP 9	23 AM	Security and Reconnaissance.....		Conference.
MH 4	23 AM	Military History.....		Lecture.
TP 10	23 AM	Security and Reconnaissance.....		Conference.
TP 11	24 AM	Security and Reconnaissance.....		Conference.
MH 5	24 AM	Military History.....		Lecture.
TP 12	24 AM	Security and Reconnaissance.....		Conference.

SCHEDULE (October-November)

Serial Number	Dates October	SUBJECT	Value of Problems	Remarks
TP 13	25 AM	Security and Reconnaissance.....		Conference.
TP 14	25 AM	Security and Reconnaissance.....		Conference.
TT 42	25 PM	MAP PROBLEM No. 3, Series I.....	4	
TP 15	26 AM	General Discussion of the Offensive		Conference.
MH 6	26 AM	Military History.....		Lecture.
TP 16	26 AM	General Discussion of the Offensive		Conference.
TP 17	29 AM	General Discussion of the Offensive		Conference.
TP 18	29 AM	General Discussion of the Offensive		Conference.
TT 43	29 PM	MAP PROBLEM No. 4, Series I.....	4	
TP 19	30 AM	Development for Combat.....		Conference.
DP 1	30 AM	Discussion MP No. 3, Series I.....		Lecture.
TP 20	30 AM	Development for Combat.....		Conference.
TP 21	31 AM	Attack in Meeting Engagement.....		Conference.
TP 22	31 AM	Attack in Meeting Engagement.....		Conference.
TT 44	31 PM	MAP PROBLEM No. 5, Series I.....	4	
<b>NOVEMBER</b>				
TP 23	1 AM	Attack Against Prepared Position ..		Conference.
MH 7	1 AM	Military History.....		Lecture.
TP 24	1 AM	Attack Against Prepared Position ..		Conference.
TP 25	2 AM	Attack Against Prepared Position ..		Conference.
TP 26	2 AM	Attack Against Prepared Position ..		Conference.
FE 8	2 PM	MAP PROBLEM No. 6, Series I ..	4	
TP 27	5 AM	Attack Against Defensive Zone .....		Conference.
MH 8	5 AM	Military History.....		Lecture.
TP 28	5 AM	Attack Against Defensive Zone .....		Conference.
TP 29	6 AM	Attack Against Defensive Zone .....		Conference.
MH 9	6 AM	Military History.....		Lecture.
TP 30	6 AM	Attack Against Defensive Zone .....		Conference.
TP 31	7 AM	Passage of Lines.....		Conference.
TP 32	7 AM	Passage of Lines.....		Conference.
TT 45	7 PM	MAP PROBLEM No. 7, Series I ..	4	
TP 33	8 AM	Employment of Division Engineers ..		Conference.
MH 10	8 AM	Military History.....		Lecture.
TP 34	8 AM	Holding Attack.....		Conference.
TP 35	9 AM	General Discussion of the Defensive		Conference.
MH 11	9 AM	Military History.....		Lecture.
TP 36	9 AM	General Discussion of the Defensive		Conference.
	12	Holiday.....		
TP 37	13 AM	General Discussion of the Defensive		Conference.
MH 12	13 AM	Military History.....		Lecture.
TP 38	13 AM	General Discussion of the Defensive		Conference.
TP 39	14 AM	Defense in Meeting Engagement .....		Conference.
MH 13	14 AM	Military History.....		Lecture.
TP 40	14 AM	Defense in Meeting Engagement .....		Conference.
TP 41	15 AM	A Defensive Position.....		Conference.
MH 14	15 AM	Military History.....		Lecture.
MI 1	15 AM	Military Intelligence.....		Conference.
TP 42	16 AM	A Defensive Position.....		Conference.
CSL 1	16 AM	Theater of Operations.....		Conference.
	16 AM	Vacant.....		
TP 43	19 AM	A Defensive Position.....		Conference.
MH 15	19 AM	Military History.....		Lecture.
MI 2	19 AM	Military Intelligence.....		Conference.

SCHEDULE (November-December)

Serial Number	Dates November	SUBJECT	Value of Problem	Remarks
TP 44	20 AM	A Defensive Zone.....		Conference.
CSL 2	20 AM	Theater of Operations.....		Conference.
MM 1	20 PM	Map Maneuver—regiment of Infantry.....		
TP 45	21 AM	A Defensive Zone.....		Conference.
MH 16	21 AM	Military History.....		Lecture.
MI 3	21 AM	Military Intelligence.....		Conference.
TP 46	22 AM	A Defensive Zone.....		Conference.
MH 17	22 AM	Military History.....		Lecture.
MI 4	22 AM	Military Intelligence.....		Conference.
TP 47	23 AM	A Defensive Zone.....		Conference.
CSL 3	23 AM	Division Commander and General Staff.....		Conference.
MM 2	23 PM	Map Maneuver—regiment of Infantry.....		
TP 48	26 AM	A Defensive Zone.....		Conference.
MH 18	26 AM	Military History.....		Lecture.
MI 5	26 AM	Military Intelligence.....		Conference.
TP 49	27 AM	A Defensive Zone.....		Conference.
MI 6	27 AM	Military Intelligence.....		Lecture.
TP 50	27 AM	A Defensive Zone.....		Conference.
TP 51	28 AM	A Defensive Zone.....		Conference.
CSL 4	28 AM	Division Commander and General Staff.....		Lecture.
TP 52	28 AM	Counterattack.....		Conference.
	28 PM	Holiday.....		
	29	Holiday.....		
	30	Holiday.....		
		<b>DECEMBER</b>		
TP 53	3 AM	Relief of Front Line Units.....		Conference.
TP 54	3 AM	Relief of Front Line Units.....		Conference.
TP 55	3 PM	MAP PROBLEM No. 1, Series II.....	16	
TP 56	4 AM	Raids.....		Conference.
CSL 5	4 AM	Division Commander and General Staff.....		Lecture.
TP 57	4 AM	Delaying Action.....		Conference.
TP 58	5 AM	Position in Readiness.....		Conference.
TP 59	5 AM	Position in Readiness.....		Conference.
MM 3	5 PM	Map Maneuver—regiment of cavalry.....		
TP 60	6 AM	Withdrawal from Action.....		Conference.
MH 19	6 AM	Military History.....		Lecture.
TP 61	6 AM	Withdrawal from Action.....		Conference.
TP 62	7 AM	Retreat and Pursuit.....		Conference.
CSL 6	7 AM	Division Commander and General Staff.....		Lecture.
TP 63	7 AM	Retreat and Pursuit.....		Conference.
TP 64	10 AM	Retreat and Pursuit.....		Conference.
	10 AM	Vacant.....		
MI 7	10 PM	MAP PROBLEM No. 1, Series III.....	12	
TP 65	11 AM	Retreat and Pursuit.....		Conference.
MH 20	11 AM	Military History.....		Lecture.
TP 66	11 AM	Retreat and Pursuit.....		Conference.

**SCHEDULE (December-January)**

Serial Number	Dates December	SUBJECT	Value of Problem	Remarks
TP 67	12 AM	River Crossings.....		Conference.
CSL 7	12 AM	Division Commander and General Staff.....		Conference.
MM 4	12 PM	Map Maneuver—regiment of cavalry.....		
TP 68	13 AM	River Crossings.....		Conference.
MH 21	13 AM	Military History.....		Lecture.
TP 69	13 AM	River Crossings.....		Conference.
TP 70	14 AM	Convoys.....		Conference.
DP 2	14 AM	Discussion Map Problem No. 1, Series III.....		Lecture.
CSL 8	14 AM	Division Technical and Administrative Staff.....		Conference.
TP 71	17 AM	Night Attacks.....		Conference.
TP 72	17 AM	Night Attacks.....		Conference.
TP 73	17 PM	MAP PROBLEM No. 2, Series II.....	16	Conference.
TP 74	18 AM	Overseas Expeditions.....		Conference.
CSL 9	18 AM	Division Technical and Administrative Staff.....		Conference.
TP 75	18 AM	Overseas Expeditions.....		Conference.
TP 76	19 AM	Overseas Expeditions.....		Conference.
CSL 10	19 AM	Division Technical and Administrative Staff.....		Conference.
MM 5	19 PM	Map Maneuver—reinforced brigade.....		Conference.
TP 77	20 AM	Overseas Expeditions.....		Conference.
TP 78	20 AM	Defense of Coast Line.....		Conference.
TP 79	20 PM	MAP PROBLEM No. 3, Series II.....	16	Conference.
TP 80	21 AM	Air Service in Defense of Coast Line.....		Conference.
CSL 11	21 AM	Division Technical and Administrative Staff.....		Conference.
TP 81	21 AM	Domestic Disturbances.....		Conference.
	21 PM	Holiday.....		
	24	Holiday.....		
	25	Holiday.....		
	26	Holiday.....		
	27	Holiday.....		
	28	Holiday.....		
	31	Holiday.....		
	<b>JANUARY</b>			
	1	Holiday.....		
TP 82	2 AM	Domestic Disturbances.....		Conference.
MH 22	2 AM	Military History.....		Lecture.
CSL 12	2 AM	Mobilization.....		Conference.
TP 83	3 AM	Domestic Disturbances.....		Conference.
CSL 13	3 AM	Division Transportation.....		Conference.
TP 84	3 PM	MAP PROBLEM No. 4, Series II.....	16	Conference.
TP 85	4 AM	Domestic Disturbances.....		Conference.
	4 AM	Vacant.....		
MM 6	4 PM	Map Maneuver (reinforced brigade).....		Conference.
TP 86	7 AM	Domestic Disturbances.....		Conference.
DP 3	7 AM	Discussion Map Problem No. 4, Series II.....		Lecture.
CSL 14	7 AM	Movements by Motor Transportation.....		Conference.

**SCHEDULE (January)**

Serial Number	Dates January	SUBJECT	Value of Problem	Remarks
TP 87	8 AM	Air Service Reconnaissance.....	12	Conference.
CSL 15	8 AM	Movements by Motor Transportation.....		Conference.
CSL 16	8 PM	MAP PROBLEM No. 2, Series III.....		
TP 88	9 AM	Air Service Bombing.....		Conference.
MH 23	9 AM	Military History.....	16	Lecture.
CSL 17	9 AM	Movements by Rail.....		Conference.
TP 89	10 AM	Strategical Reconnaissance.....		Conference.
MH 24	10 AM	Military History.....		Lecture.
CSL 18	10 AM	Movements by Rail.....	16	Conference.
TP 90	11 AM	Strategical Reconnaissance.....		Conference.
CSL 19	11 AM	Duties in Rest Area.....		Conference.
TP 91	11 PM	MAP PROBLEM No. 5, Series II.....		
TP 92	14 AM	Cavalry March.....	12	Conference.
MH 25	14 AM	Military History.....		Lecture.
CSL 20	14 AM	Division on the March.....		Conference.
TP 93	15 AM	Combat Cavalry Division.....		Conference.
CSL 21	15 AM	Division on the March.....	16	Conference.
MM 7	15 PM	Map Maneuver (division).....		
TP 94	16 AM	Security at a Halt.....		Conference.
MH 26	16 AM	Military History.....		Lecture.
CSL 22	16 AM	Division on the March.....	12	Conference.
TP 96	17 AM	Screening.....		Conference.
MH 27	17 AM	Military History.....		Lecture.
CSL 23	17 AM	Division in Relief.....		Conference.
TP 96	18 AM	Screening.....	16	Conference.
CSL 24	18 AM	Division in Relief.....		Conference.
CSL 25	18 PM	MAP PROBLEM No. 3, Series III.....		
TP 97	21 AM	Attack of Locality.....		Conference.
MH 28	21 AM	Military History.....	12	Lecture.
TP 98	21 AM	Flank of Battle.....		Conference.
CSL 26	22 AM	Circulation.....		Conference.
CSL 27	22 AM	Division in Attack and Pursuit.....		Conference.
TP 99	22 PM	MAP PROBLEM No. 6, Series II.....	16	
TP 100	23 AM	Seizing and Holding Position.....		Conference.
CSL 28	23 AM	Division in Attack and Pursuit.....		Conference.
	23 AM	Vacant.....		
TP 101	24 AM	Exploiting Break-through.....	12	Conference.
ST 1	24 AM	Strategy.....		Lecture.
CSL 29	24 AM	Division in Attack and Pursuit.....		Conference.
TP 102	25 AM	Covering a Retreat.....		Conference.
CSL 30	25 AM	Division in Attack and Pursuit.....	12	Conference.
CSL 31	25 AM	MAP PROBLEM No. 4, Series III.....		
TP 103	28 AM	Delaying Action.....		Conference.
ST 2	28 AM	Strategy.....		Lecture.
TT 46	28 AM	Aux. Arms Corps and Army—Cavalry.....	16	Conference.
TP 104	29 AM	Defense.....		Conference.
ST 3	29 AM	Strategy.....		Lecture.
CSL 32	29 AM	Division in Withdrawal.....		Conference.
CSL 23	30 AM	Expeditionary Force.....	12	Conference.
TT 47	30 AM	Aux. Arms Corps and Army—Cavalry.....		Conference.

SCHEDULE (January-February)

Serial Number	Dates January	SUBJECT	Value of Problem	Remarks
MM 8	30 PM	Map Maneuver (division).....	12	Conference. Lecture.
TT 48	31 AM	Aux. Arms Corps and Army—Artillery.....		
CSL 34	31 AM	Supply in Past Wars.....		
CSL 35	31 PM	MAP PROBLEM No. 5, Series III.....		
<b>FEBRUARY</b>				
TT 49	1 AM	Aux. Arms Corps and Army—Artillery.....	16	Conference. Lecture. Conference.
ST 4	1 AM	Strategy.....		
CSL 36	1 AM	Supply of Cavalry Division.....		
TT 50	4 AM	Aux. Arms Corps and Army—Artillery.....		
TT 51	4 AM	Aux. Arms Corps and Army—Artillery.....		
TP 105	4 PM	MAP PROBLEM No. 7, Series II.....	16	Conference. Conference. Conference. Lecture.
TT 52	5 AM	Aux. Arms Corps and Army—Artillery.....		
ST 5	5 AM	Strategy.....		
TT 53	5 AM	Aux. Arms Corps and Army—Artillery.....		
TT 54	6 AM	Aux. Arms Corps and Army—Artillery.....		
TT 55	6 AM	Aux. Arms Corps and Army—Artillery.....	12	Conference. Lecture. Conference. Lecture.
CSL 37	6 PM	MAP PROBLEM No. 6, Series III.....		
TT 56	7 AM	Aux. Arms Corps and Army—Tanks.....		
ST 6	7 AM	Strategy.....		
TT 57	7 AM	Aux. Arms Corps and Army—Air Service.....		
TT 58	8 AM	Aux. Arms Corps and Army—Air Service.....	4	Conference. Lecture. Conference. Conference. Lecture.
TT 59	8 AM	Coast and Harbor Defense.....		
TT 60	8 AM	MAP PROBLEM No. 8, Series I.....		
TT 61	11 AM	Aux. Arms Corps and Army—Air Service.....		
ST 7	11 AM	Strategy.....		
TT 62	11 AM	Aux. Arms Corps and Army—Air Service.....	16	Conference. Lecture. Conference. Conference. Lecture.
TT 63	12 AM	Aux. Arms Corps and Army—Air Service.....		
DP 4	12 AM	Discussion Map Problem No. 7, Series II.....		
TP 106	12 PM	MAP PROBLEM No. 8, Series II.....		
TT 64	13 AM	Aux. Arms Corps and Army—Air Service.....		
ST 8	13 AM	Strategy.....	16	Conference. Lecture. Conference. Conference. Lecture.
TT 65	13 AM	Aux. Arms Corps and Army—Anti-Aircraft.....		
TT 66	14 AM	Aux. Arms Corps and Army—Engineers.....		
FE 9	14 AM	Field Fortifications.....		
TP 107	14 PM	MAP PROBLEM No. 9, Series II.....		

SCHEDULE (February-March)

Serial Number	Dates February	SUBJECT	Value of Problem	Remarks	
TT 67	15 AM	Aux. Arms Corps and Army—Engineers.....	16	Conference.	
ST 9	15 AM	Strategy.....		Lecture.	
FE 10	15 AM	Field Fortifications.....		Conference.	
TT 68	18 AM	Aux. Arms Corps and Army—Engineers.....		Conference.	
FE 11	18 AM	Field Fortifications.....		Conference.	
TP 108	18 PM	MAP PROBLEM No. 10, Series II.....		12	Conference.
FE 12	19 AM	Field Fortifications.....			Lecture.
MH 29	19 AM	Military History.....			Lecture.
CSL 38	19 AM	Explanation of Map Maneuver No. 9.....			Lecture.
MM 9	20	Map Maneuver, Staff, G2 and G3.....		All Day	
TT 69	21 AM	Aux. Arms Corps and Army—Engineers.....	12	Conference.	
ST 10	21 AM	Strategy.....		Lecture.	
FE 13	21 PM	MAP PROBLEM No. 7, Series III.....		12	
	22	Holiday.....			
TT 70	25 AM	Aux. Arms Corps and Army—Engineers.....	4	Conference.	
TP 109	25 AM	Corps and Army—Strategical Advance Guard.....		Conference.	
TT 71	25 PM	MAP PROBLEM No. 9, Series I.....		4	
TT 72	26 AM	Aux. Arms Corps and Army—Signal Corps.....			Conference.
CSL 39	26 AM	Explanation Map Maneuver No. 10.....	16	Lecture.	
CSL 40	26 AM	Corps Commander and General Staff.....		Conference.	
MM 10	27	Map Maneuver, Staff, G1 and G4.....		All Day	
TP 110	28 AM	Corps and Army—Strategical Advance Guard.....		Conference.	
TT 73	28 AM	Aux. Arms, Corps and Army—Signal Corps.....		Conference.	
TP 111	28 PM	MAP PROBLEM No. 11, Series II.....		16	Conference.
CSL 41	29 AM	Corps and Army.....			Lecture.
MH 30	29 AM	Military History.....			Lecture.
DP 5	29 AM	Discussion Map Maneuver No. 10.....			Lecture.
MARCH					
TP 112 }	3 AM	The Independent Corps—Concentration.....		Conference.	
TP 112 }	3 AM	Field Fortifications.....		Conference.	
FE 14	3 AM				
TP 113 }	4 AM	The Independent Corps—Movements Preparatory to Combat.....		Conference.	
TP 113 }	4 AM			Conference.	
CSL 42	4 AM	The Independent Corps in Advance.....			
TP 114 }	5 AM	The Independent Corps—Attack.....		Conference.	
	5 AM			Lecture.	
MH 31	5 AM	Military History.....			
TP 115 }	6 AM	The Independent Corps—Attack.....		Conference.	
	6 AM			Conference.	
CSL 43	6 AM	The Independent Corps in Attack.....			
TP 116	7 AM	The Independent Corps in Withdrawal.....		Conference.	
MH 32	7 AM	Military History.....		Lecture.	

SCHEDULE (March)

Serial Number	Dates March	SUBJECT	Value of Problem	Remarks
TT 74	7 PM	MAP PROBLEM No. 10, Series I..	4	
TP 117	10 AM	The Independent Corps—Defensive		Conference.
CSL 44	10 AM	The Independent Corps in Defense..		Conference.
TP 118	10 PM	MAP PROBLEM No. 12, Series II..	16	
TP 119	11 AM	The Independent Corps.....		Conference.
PL 1	11 AM	Psychology and Leadership.....		Lecture.
MH 33	11 AM	Military History.....		Conference.
TP 120	12 AM			
	12 AM	The Independent Corps.....		Conference.
TP 121	12 PM	MAP PROBLEM No. 13, Series II..	16	
TP 122	13 AM			
	13 AM	Corps and Army—The Independent Corps.....		Conference.
MH 34	13 AM	Military History.....		Conference.
TP 123	14 AM	Corps and Army.....		Conference.
PL 2	14 AM	Psychology and Leadership.....		Lecture.
TP 124	14 PM	MAP PROBLEM No. 14, Series II..	16	
TP 125	17 AM	Corps and Army.....		Conference.
DP 6	17 AM	Discussion Map Problem No. 13, Series II..		Lecture.
FE 15	17 AM	Field Fortifications.....		Conference.
TP 126	18 AM	Corps and Army.....		Conference.
PL 3	18 AM	Psychology and Leadership.....		Lecture.
CSL 45	18 AM	Explanation of Map Maneuver No. 11.....		Lecture.
MM 11	19	Map Maneuver No. 11, Combined Staff.....		All Day
TP 127	20 AM			
	20 AM	Corps and Army.....		Conference.
MH 35	20 PM	MAP PROBLEM No. 8, Series III..	12	
TP 128	21 AM			
	21 AM	Corps and Army.....		Conference.
FE 16	21 AM	Field Fortifications.....		Conference.
TP 129	24 AM	Corps and Army.....		Conference.
DP 7	24 AM	Discussion Map Maneuver No. 11..		Lecture.
FE 17	24 AM	MAP PROBLEM No. 9, Series III..	12	
TP 130	25 AM			
	25 AM	Corps and Army.....		Conference.
FE 18	25 AM	Field Fortifications.....		Conference.
TP 131	26 AM			
	26 AM	Corps and Army.....		Conference.
TP 132	26 PM	MAP PROBLEM No. 15, Series II..	16	
TP 133	27 AM			
	27 AM	Corps and Army.....		Conference.
TP 134	27 PM	MAP PROBLEM No. 16, Series II..	16	
TP 135	28 AM	Corps and Army.....		Conference.
CSL 46	28 AM	Corps and Army.....		Conference.
FE 19	28 AM	Field Fortifications.....		Conference.
TP 136	31 AM			
	31 AM	Corps and Army.....		Conference.
CSL 47	31 PM	MAP PROBLEM No. 10, Series III..	12	



SCHEDULE (April)

Serial Number	Dates April	SUBJECT	Value of Problem	Remarks
TP 137	1 AM			
	1 AM	Corps and Army.....		Conference.
CSL 48	1 AM	Explanation Map Maneuver No. 12		Lecture.
MM 12	2	Map Maneuver Tactical and Staff.		All Day
TP 138	3 AM			
	3 AM	Corps and Army.....		Conference
CSL 49	3 AM	Corps and Army.....		Conference.
TP 139	4 AM			
	4 AM	Corps and Army.....		Conference.
	4 AM	Vacant		
TP 140	7 AM	Corps and Army.....		Conference.
DP 8	7 AM	Discussion Map Maneuver No. 12..		Lecture.
FE 20	7 PM	MAP PROBLEM No. 12, Series III	12	
TP 141	8 AM			
	8 AM	Corps and Army.....		Conference.
	8 AM	Vacant		
TP 142	9 AM			
	9 AM	Corps and Army.....		Conference.
FE 21	9 AM	Field Fortifications.....		Conference.
TP 143	10 AM			
	10 AM	Corps and Army.....		Conference.
DP 9	10 AM	Discussion Map Problem No. 12, Series III		Lecture.
TP 144	11 AM	Corps and Army.....		Conference.
FE 22	11 AM	Field Fortifications.....		Conference.
TP 145	11 PM	MAP PROBLEM No. 17, Series II	16	
TP 146	14 AM			
	14 AM	Corps and Army.....		Conference.
FE 23	14 AM	Field Fortifications.....		Conference.
TP 147	15 AM	Corps and Army.....		Conference.
FE 24	15 AM	Field Fortifications.....		Conference.
CSL 50	15 AM	Explanation M. P. No. 13, Series III		Lecture.
CSL 51	16	MAP PROBLEM No. 13, Series III		All Day
TP 148	17 AM			
	17 AM	Corps and Army.....		Conference.
TL 1	17 AM	Infantry Division.....		Lecture.
TP 149	18 AM			
	18 AM	Corps and Army.....		Conference.
TP 150	18 PM	MAP PROBLEM No. 18, Series II	16	
	21	Holiday.....		
	22	Holiday.....		
	23	Holiday.....		
	24	Holiday.....		
	25	Holiday.....		
TP 151	28 AM	Corps and Army.....		Conference.
TL 2	28 AM	Infantry Division.....		Conference.
TP 152	28 PM	MAP PROBLEM No. 19, Series II	16	
TL 3	29 AM	Infantry Division.....		Conference.
PL 4	29 AM	Psychology and Leadership.....		Lecture.
TL 4	29 AM	Infantry Division.....		Conference.
TL 5	30 AM	Infantry Division.....		Conference.
TL 6	30 AM	Infantry Division.....		Conference.
TP 153	30 PM	MAP PROBLEM No. 20, Series II	16	

SCHEDULE (May)

Serial Number	Dates May	SUBJECT	Value of Problem	Remarks
TL 7	1 AM	Infantry Division.....		Conference.
TL 8	1 AM	Infantry Division.....		Conference.
FE 25	1 PM	Tactical Ride No. 6, Field Fortifications.....		
TL 9	2 AM	Infantry Division.....		Conference.
PL 5	2 AM	Psychology and Leadership.....		Lecture.
TL 10	2 AM	Infantry Division.....		Conference.
TL 11	5 AM	Infantry Division.....		Conference.
TL 12	5 AM	Infantry Division.....		Conference.
FE 26	5 PM	Tactical Ride No. 7, Field Fortifications.....		
TL 13	6 AM	Infantry Division.....		Conference.
PL 6	6 AM	Psychology and Leadership.....		Lecture.
GTE 1	6 PM	GENERAL TERRAIN EXERCISE No. 1.....	18	
TL 14	7 AM	Infantry Division.....		Conference.
MT 1	7 AM	Methods of Training.....		Conference.
FE 27	7 PM	Tactical Ride No. 8, Field Fortifications.....		
TL 15	8 AM	Infantry Division.....		Conference.
MT 2	8 AM	Methods of Training.....		Conference.
GTE 2	8 PM	GENERAL TERRAIN EXERCISE No. 2.....	18	
TL 16	9 AM	Infantry Division.....		Conference.
MT 3	9 AM	Methods of Training.....		Conference.
TL 17	9 PM	MAP PROBLEM No. 1, Series IV.....	15	
TL 18	12 AM	Infantry Division.....		Conference.
MT 4	12 AM	Methods of Training.....		Conference.
TL 19	12 PM	MAP PROBLEM No. 2, Series IV.....	15	
TL 20	13 AM	Infantry Division.....		Conference.
MT 5	13 AM	Methods of Training.....		Conference.
GTE 3	13 PM	GENERAL TERRAIN EXERCISE No. 3.....	18	
TL 21	14 AM	Infantry Division.....		Conference.
MT 6	14 AM	Methods of Training.....		Conference.
TL 22	14 PM	MAP PROBLEM No. 3, Series IV.....	15	
TL 23	15 AM	Infantry Division.....		Conference.
MT 7	15 AM	Methods of Training.....		Conference.
GTE 4	15 PM	GENERAL TERRAIN EXERCISE No. 4.....	18	
TL 24	16 AM	Infantry Division.....		Conference.
MT 8	16 AM	Methods of Training.....		Conference.
TL 25	16 PM	MAP PROBLEM No. 4, Series IV.....	15	
TL 26	19 AM	Infantry Division.....		Conference.
MT 9	19 AM	Methods of Training.....		Conference.
GTE 5	19 PM	GENERAL TERRAIN EXERCISE No. 5.....	18	
TL 27	20 AM	Infantry Division.....		Conference.
MT 10	20 AM	Methods of Training.....		Conference.
TL 28	20 PM	MAP PROBLEM No. 5, Series IV.....	15	
TL 29	21 AM	Infantry Division.....		Conference.
MT 11	21 AM	Methods of Training.....		Conference.
GTE 6	21 PM	GENERAL TERRAIN EXERCISE No. 6.....	18	

SCHEDULE (May-June)

Serial Number	Dates May	SUBJECT	Value of Problem	Remarks
TL 30	22 AM	Infantry Division.....		Conference.
MT 12	22 AM	Methods of Training.....		Conference.
TL 31	22 PM	MAP PROBLEM No. 6, Series IV.	15	
TL 32	23 AM	Infantry Division.....		Conference.
MT 13	23 AM	Methods of Training.....		Conference.
TL 33	23 PM	MAP PROBLEM No. 7, Series IV.	15	
TL 34	26 AM	Cavalry Division.....		Conference.
LP 1	26 AM	Legal Principles.....		Lecture.
TL 35	26 PM	MAP PROBLEM No. 8, Series IV.	15	
TL 36	27 AM	Cavalry Division.....		Conference.
LP 2	27 AM	Legal Principles.....		Lecture.
GTE 7	27 PM	GENERAL TERRAIN EXER- CISE No. 7.....	18	
TL 37	28 AM	Cavalry Division.....		Conference.
LP 3	28 AM	Legal Principles.....		Lecture.
TL 38	28 PM	MAP PROBLEM No. 9, Series IV.	15	
MT 14	29 AM	Methods of Training.....		Conference.
LP 4	29 AM	Legal Principles.....		Lecture.
TL 39	29 PM	MAP PROBLEM No. 10, Series IV	15	
	30	Holiday.....		
	<b>JUNE</b>			
TL 40	2 AM	Cavalry Division.....		Conference.
LP 5	2 AM	Legal Principles.....		Lecture.
MT 15	2 PM	MAP PROBLEM No. 13, Series III	15	
TL 41	3 AM	Cavalry Division.....		Conference.
LP 6	3 AM	Legal Principles.....		Lecture.
GTE 8	3 PM	GENERAL TERRAIN EXER- CISE No. 8.....	18	
TL 42	4 AM	Cavalry Division.....		Conference.
LP 7	4 AM	Legal Principles.....		Lecture.
TL 43	4 PM	MAP PROBLEM No. 11, Series IV	15	
TL 44	5 AM	Cavalry Division.....		Conference.
LP 8	5 AM	Legal Principles.....		Lecture.
GTE 9	5 PM	GENERAL TERRAIN EXER- CISE No. 9.....	18	
LP 9	6 AM	Legal Principles.....		Lecture.
	6 AM	Vacant		
TL 45	6 PM	MAP PROBLEM No. 12, Series IV	15	
	9 AM	Vacant		
	9 AM	Vacant		
GTE 10	9 PM	GENERAL TERRAIN EXER- CISE No. 10.....	18	
GTE 11	10 AM	GENERAL TERRAIN EXER- CISE No. 11.....	18	
GTE 12	10 PM	GENERAL TERRAIN EXER- CISE No. 12.....	18	
GTE 13	11 AM	GENERAL TERRAIN EXER- CISE No. 13.....	18	
GTE 14	11 PM	GENERAL TERRAIN EXER- CISE No. 14.....	18	
GTE 15	12 AM	GENERAL TERRAIN EXER- CISE No. 15.....	18	
GTE 16	12 PM	GENERAL TERRAIN EXER- CISE No. 16.....	18	
GTE 17	13 AM	GENERAL TERRAIN EXER- CISE No. 17.....	18	
GTE 18	13 PM	GENERAL TERRAIN EXER- CISE No. 18.....	18	
	20 AM	GRADUATION.		